DOCUMENT RESUME

ED 476 682 JC 030 290

TITLE	Westchester Community College, 2002 Report Card.
INSTITUTION	Westchester Community Coll., Valhalla, NY. Office of Institutional Research and Planning.
PUB DATE	2003-00-00
NOTE	61p.
PUB TYPE	Numerical/Quantitative Data (110) -- Reports - Descriptive (141)
EDRS PRICE	EDRS Price MF01/PC03 Plus Postage.
DESCRIPTORS	*College Outcomes Assessment; College Programs; *Community Colleges; *Diversity (Institutional); *Institutional Mission ; Institutional Research; *Strategic Planning; Student Characteristics; Two Year Colleges
IDENTIFIERS	*Westchester Community College NY

ABSTRACT

This report summarizes outcome measurements pertaining to 10 mission and strategic planning focus goals of Westchester Community College (New York). Topics include accessibility, academic programs, faculty, lifelong learning, sensitivity to a diverse community, facilities and physical plant, marketing and recruiting, retention, revenue enhancement and restructuring, and academic technology. After providing an overview of the College, outlining the format for the study, and presenting a list of the College's peer institutions, the authors present relevant institutional data for each of the topics listed above. With respect to accessibility, the report states that Westchester Community College has the lowest tuition of all 10 colleges in Westchester County, and the percentage of minority student enrollments has increased significantly over the last decade from 25% in 1990 to 37% in fall 2000. The College has the highest percentage of minority enrollment among the 30 community colleges in the State University of New York system. The measurements utilized to evaluate the quality of Westchester's academic programs include the quality of academic and classroom experience, expenditures on instruction, curriculum innovation, campus computing programs, distance learning online, remedial education, and English as a Second Language programs. The report concludes with a summary of the findings, identifying areas for improvement (e.g., student retention). (RC)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 476 682

Westchester Community College

2002 Report Card

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

M. M. Lee

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

1

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☛ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

IC030290

BEST COPY AVAILABLE

TABLE OF CONTENTS

Chapter	Page
Introduction	**1**
Mission of the College	1
Strategic Plan and Focus Goals	2
Overview of Westchester Community College	3
Format of the Study	4
Peer Community Colleges	4
Mission Goals	
Accessibility	**5**
Low Cost to Attend	5
Open Enrollment	6
Full-time and Part-time Enrollment	7
Minority Enrollments	8
Female Enrollments	9
Ease of Commute	10
Day Care	11
Community Use of College Facilities	12
Academic Programs	**13**
Quality of Academic and Classroom Experience	13
Expenditures on Instruction	14
Curriculum Innovation	15
Campus Computing Programs	16
Distance Learning Online	17
English as a Second Language (ESL)	17
Remedial Education	18
Faculty	**19**
Overall Quality of Instruction	19
Faculty Awards	20
Student Relations with Faculty	22
Academic Credentials of Faculty	22
Male/Female Ration	23
Minority Faculty	23
Life Long Learning	**24**
Continuing Education Program	24
Off-Campus Sites	25
Older Students	26
Professional Development Center	26
Westchester Arts Workshop	27
Educational Opportunity Center	27
Sensitivity to a Diverse Community	**28**
Minority Enrollment	28
Westchester County Population vs. WCC Enrollment	29
ESL Program	30
Disabled Students	31
First Generation Students	32
Divorced, Separated and Widowed Students	32
International Students	33

Facilities and Physical Plant **34**
Classroom Space 34
Library/Learning Resource Center 35
Campus Security and Safety 36
Handicap Accessible 37
Parking Space 37

Strategic Planning Focus Goals

Marketing and Recruitment **38**
Why Students Attend WCC 38
Tuition Per Semester for Full-time Students 39
New Students 39
High School Graduates Attending WCC 40
High School Feeder Schools 41
Curriculum Brochures 41
Retention **42**
Graduation Rate 42
Graduation Rate Compared 43
Transfer Rate Compared 43
Colleges to Which WCC Students Transfer 44
Persistence Rate 45
Student Success 46
Academic Support Center 47
Remedial Education Program 48
Financial Aid 48
Revenue Enhancement and Restructuring **49**
Cost Per FTE Students 49
Cost Per FTE Student Compared 50
Federal and State Grants Received 51
Foundation Revenues 51
Restructuring 52
Academic Technology **53**
Growth of Workstations 53
Computer Classrooms and Open Labs 54
Conclusion **56**

Introduction

Mission of the College

A *report card* on Westchester Community College should begin by identifying what it is the College seeks to accomplish. As a part of the State University of New York (SUNY), one of thirty community colleges, its broad initiatives are governed by the goals and objectives set system-wide by the SUNY Board for Trustees. More specifically, however, the goals for Westchester Community College can be found in its Mission Statement, a document reviewed at least once every five years during the Middle States accreditation process, and in its most recent five-year strategic plan.

The Mission statement reads as follows:

> *The mission of Westchester Community College is to provide high quality, affordable education to meet the career, transfer, remedial, vocational and recreational needs of the Westchester Community. We are accessible, adaptable, dedicated to lifelong learning, and sensitive to the individual needs of our diverse population.*

As a part of the mission statement the following specific goals are identified:

> **Accessibility**
> *To be accessible to any resident of the County desiring an education, full-time or part-time, credit or non-credit, and in doing so, to reflect the multi-ethnic and multi-generational character of Westchester residents in our student body—*
>
> **Program Offerings**
> *To offer both short- and long-term programs to meet the varying and changing needs and interests of our constituents—*
>
> **Lifelong Learning Environment**
> *To maintain an environment that fosters broad-based intellectual and social honesty, to help develop a responsible citizenry with capabilities for critical thinking and informed decision-making—*
>
> **Evaluation**
> *To establish systems to regularly evaluate and improve these efforts.*

Strategic Plan and Focus Goals

In addition to the Mission Statement, the College's Strategic Plan provides additional goals and objectives that need to be assessed. The *1997-2002 Strategic Plan* was developed over a period of three years. Of the twenty-four goals identified, four were selected for particular attention. They are:

- **Student Retention**
- **Academic Technology**
- **Marketing and Recruitment**
- **Revenue Enhancement and Restructuring**

Implementation of these *focus goals* is an on-going process. Many of them were begun even as the Plan was being put in place, especially those requiring little or no funding. Others remain to be implemented. An annual report to the President by each department or office is structured to identify the progress made each year.

Environmental Scan: As a part of the Strategic Planning Process, an environmental scan of Westchester county also was conducted to ascertain the current and future demographic and economic outlook. Four major population shifts have been projected to occur within the county and in the greater Hudson Valley Region in the coming decade (1998 to 2008):

1. The Hispanic population is projected to increase by one-third (32.4%) adding 60,667 to the population
2. The population will continue to grow older such that by 2010 almost one-fifth (17.1%) will be 65 or older.
3. Southern Westchester, after decades of population decline is expected to grow modestly.
4. The rapid growth in northern Westchester and southern Putnam is not expected to continue at the same pace.

The economic outlook was projected to be favorable with an annual growth rate between 1.2% to 2.2% from 1998 to 2003. The sector of the job market projected to have the largest number of new jobs is in the health services industry with 18,400 new jobs. The fastest growing area, however, is in business services, particularly information systems with a projected 52% rate of increase, adding 17,200 new jobs by 2005. The top ten occupations in the Hudson Valley Region with the largest number of projected job openings that require some post secondary education are: (1) secretaries (excluding legal and medical), (2) teachers, secondary schools; (3) registered nurses; (4) teachers, elementary, (5) automotive mechanics; (6) accountants and auditors; (7) computer programmers; (8) data entry—insurance; (9) social workers; and (10) hairdressers and cosmetologists.

One other important trend identified is the gradual increase each year in the number of high school graduates until 2008. This is driven by the *baby boomlet*, children of baby boomers, now graduating from high school.

Overview of Westchester Community College

In Fall 2001, Westchester Community College ranked fourth out of thirty in credit student enrollments, making it among the largest colleges in the SUNY community college system. Located on a 218-acre campus in the center of Westchester county, the College enrolled 11,025 credit students in Fall 2001 and an additional 11,800 non-credit students.

Instituted primarily to provide higher education to veterans returning from World War II, the College began with just 226 students in 1946 on the former John A. Hartford estate. The first graduating class, in 1948, consisted of 128 students in four programs. The most recent graduating class (May, 2001) numbered 1,019 students in 60 programs. More than 33,000 students have completed their studies in a degree or certificate program at WCC and, during the course of a year, over 300,000 Westchester residents use the facilities at the College for classes, meetings, or events.

A ten-person Board of Trustees governs the College, five of whom are appointed by the County Board of Legislators, and four by the Governor. One student is elected by the student body. The President is appointed by the Board of Trustees and is responsible for the day-to-day operations of the College. Since the College is under the sponsorship of Westchester county, the President is in close communication with the County Executive and the County Board of Legislators.

The University of the State of New York (Board of Regents) authorizes the College to award two-year Associate degrees in Arts, Science, and Applied Sciences, and certificates, usually one-year in duration, in various skill areas. In Fall 2001, 39 programs leading to an associate's degree were offered, as well as 15 programs leading to a certificate. The College is fully accredited by the Middle States Association of Colleges and Schools.

In addition to the traditional courses of study, the Division of Continuing Education provides non-traditional programs for the community. The programs include a *Professional Development Center* which assists area businesses in providing customized training for their employees; *Mainstream*, which brings innovative, educational programs to mature adults; *Community Services*, which offers a variety of personal enrichment and professional development classes; *Project Transition*, which helps women who are divorced, separated, or widowed to re-enter the workforce; *Distance Learning* which offers the convenience of taking classes over the Internet; *English as a Second Language (ESL)*, which serves more than 2,500 English learners a year; the *Westchester Art Workshop* which offers instruction in fine arts and fine crafts, and the *Educational Opportunity Center* (*EOC*) which provides free remedial, academic and vocational education to disadvantaged adults.

The wide range of services offered to students with special needs is a hallmark of the College. Those requiring remedial education are assisted by the Academic Support Center and by specially trained faculty teaching courses in remedial English, writing and math. The Office of the Disabled assisted 891 students in 2000-2001 providing supportive counseling, academic accommodations, advocacy, and referrals. The Women's Forum gives special assistance to adult women returning to the college to complete their education and enter the workforce, and the WCC Foundation and the Financial Aid Office are proactive in giving scholarships and financial aid to worthy students.

Format of the Study

The format for this *Report Card* follows a specific layout. First, each of the goals and objectives identified in the Mission Statement are evaluated using various outcomes measurements. The goals the Colleges seeks to provide under the Mission Statement are:

- **Accessibility**
- **Quality Academic Programs**
- **Outstanding Faculty**
- **Life Long Learning**
- **Sensitivity to a Diverse Community**
- **Excellent Facilities and Services**

Next, the four *Focus Goals* identified in the 1997-2002 Strategic Plan are taken up. These *focus goals* include:

- **Marketing and Recruitment**
- **Student Retention**
- **Revenue Enhancement and Restructuring**
- **Academic Technology**

Peer Community Colleges

When possible, Westchester Community College is compared to its *peer community colleges* in the SUNY system which include the following colleges:

- **Erie Community College**
- **Fashion Institute of Technology**
- **Hudson Valley Community College**
- **Monroe Community College**
- **Nassau Community Colleges**
- **Suffolk Community College**

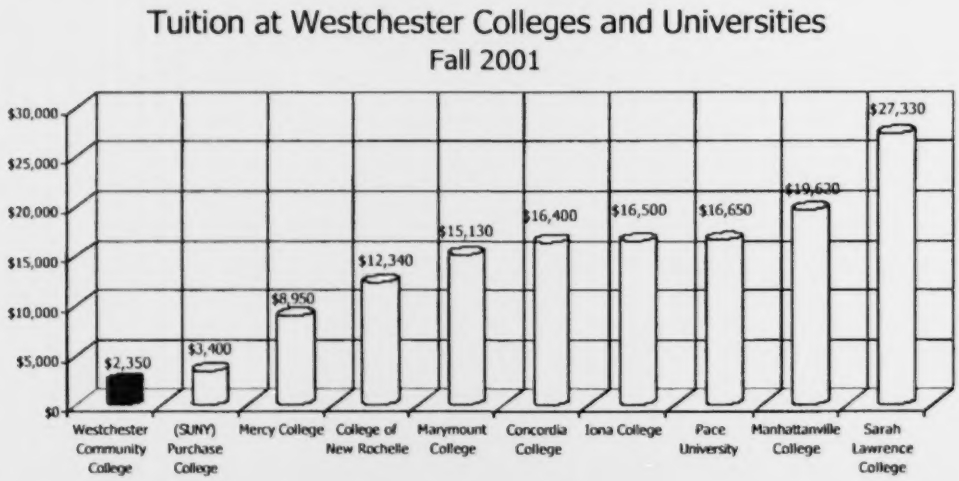
Comparisons over a number of years are also provided to give an idea of the direction in which the College is going.

Accessibility

The College seeks to provide access to all individuals who have a desire to learn and a willingness to devote the time to do so. The open admissions policy at Westchester Community College is a factor that greatly enhances the accessibility of higher education to everyone in Westchester county and beyond. A number of other factors, however, go in to making higher education truly accessible. The following measurements identify them and reflect the degree of success with which Westchester Community College is achieving this goal.

Low Cost To Attend

Westchester Community College, while providing a quality education, has the lowest tuition of all ten colleges and universities in Westchester county.

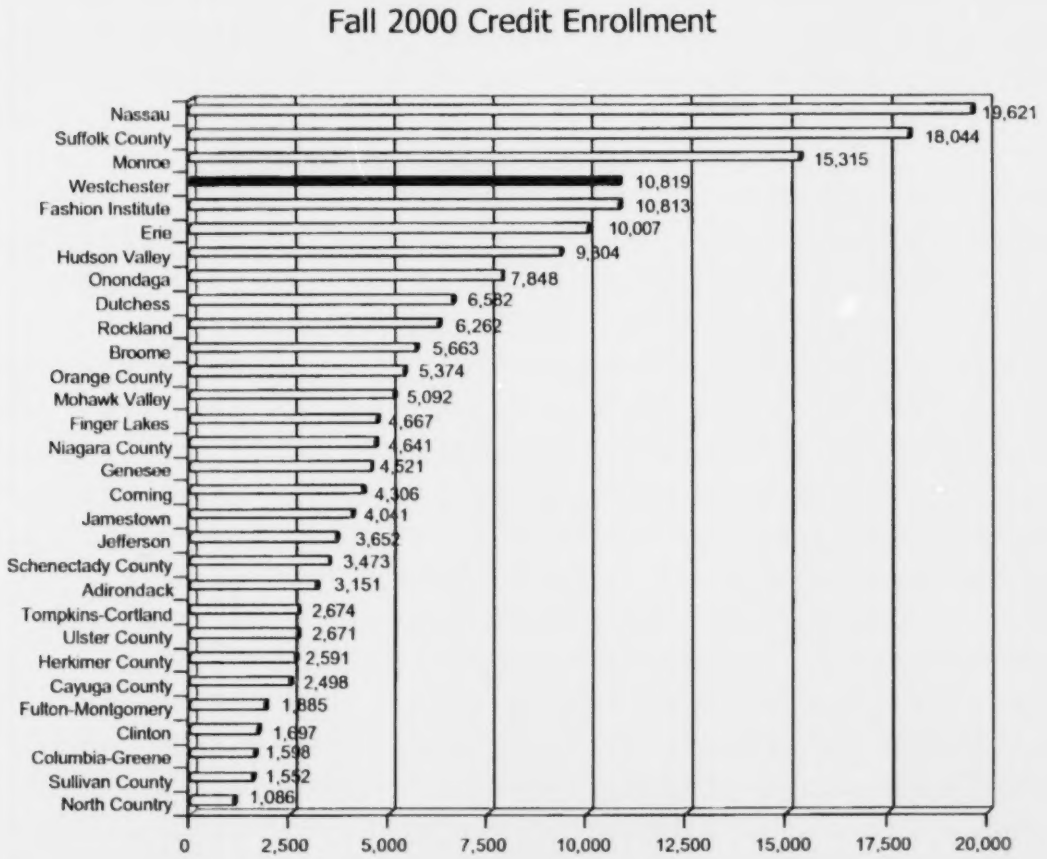


Institution	Tuition
Westchester Community College	$2,350
(SUNY) Purchase College	$3,400
Mercy College	$8,950
College of New Rochelle	$12,340
Marymount College	$15,130
Concordia College	$16,400
Iona College	$16,500
Pace University	$16,650
Manhattanville College	$19,620
Sarah Lawrence College	$27,330

Source: Office of Institutional Research and Planning, Westchester Community College.

Open Enrollment

Over the last decade Westchester Community College has maintained high, stable enrollments. The College is the fourth largest community college of the thirty community colleges in the SUNY system, having been number six in 1990.

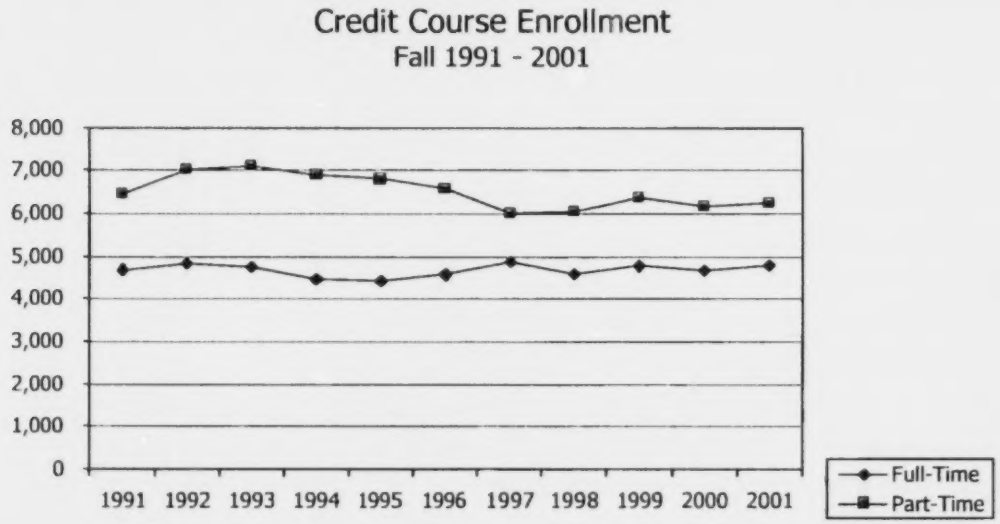


Source: SUNY Office of Academic Affairs, Institutional Research and Analysis.

BEST COPY AVAILABLE

Full-time and Part-time Enrollment

In Fall 2001, 43.4% of WCC's 11,025 students were enrolled full-time. This continues a gradual increase since 1996 of the full-time enrollment, primarily driven by the increasing number of high school graduates in Westchester county, a trend which is expected to continue until 2008. At the same time, the tremendous growth in part-time student enrollments that had occurred in the seventies and eighties leveled off in the last decade. In Fall 2001, 6,245 part-time students were enrolled for credit comprising 56.6% of the credit students.

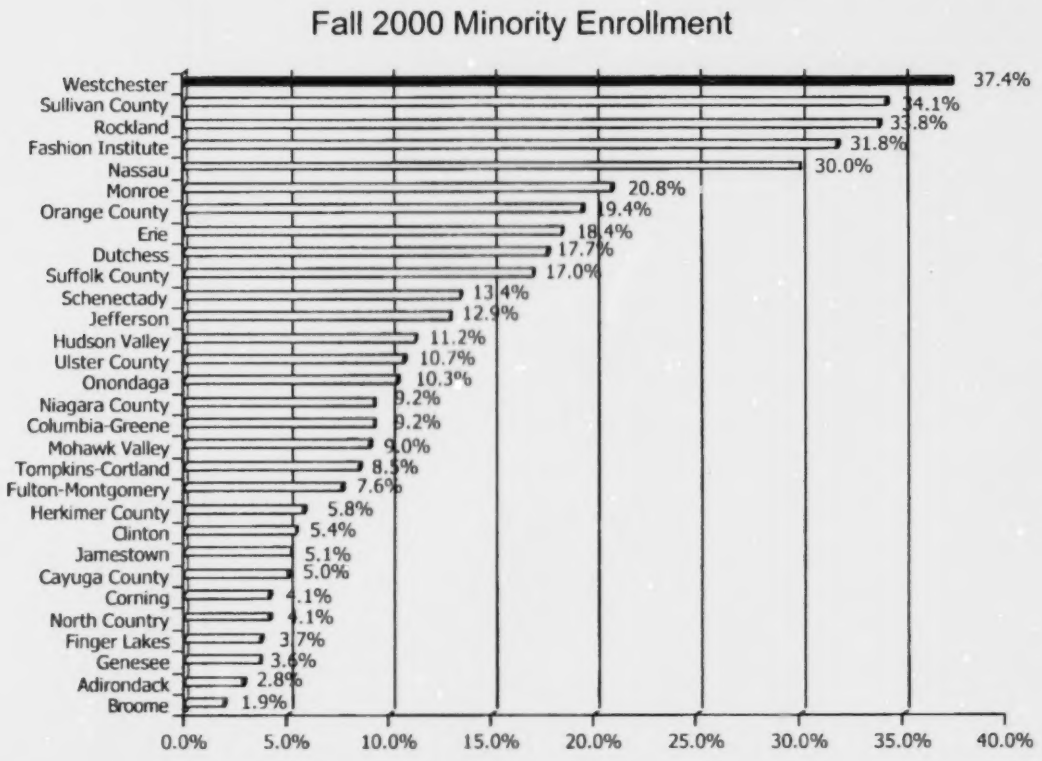


Year	Full-Time	Part-Time	Total
1991	4,673	6,457	11,130
1992	4,813	6,996	11,809
1993	4,741	7,089	11,830
1994	4,461	6,886	11,347
1995	4,416	6,794	11,210
1996	4,558	6,569	11,127
1997	4,852	6,006	10,858
1998	4,573	6,030	10,603
1999	4,764	6,361	11,125
2000	4,663	6,156	10,819
2001	4,780	6,245	11,025

Source: Office of Institutional Research and Planning, Westchester Community College.

Minority Enrollments

The percentage of minority student enrollments has increased significantly over the last decade from 25.1% in 1990 to 37.4% in Fall 2000. The College has the highest percentage of minority enrollment s among the thirty community colleges in the SUNY system.

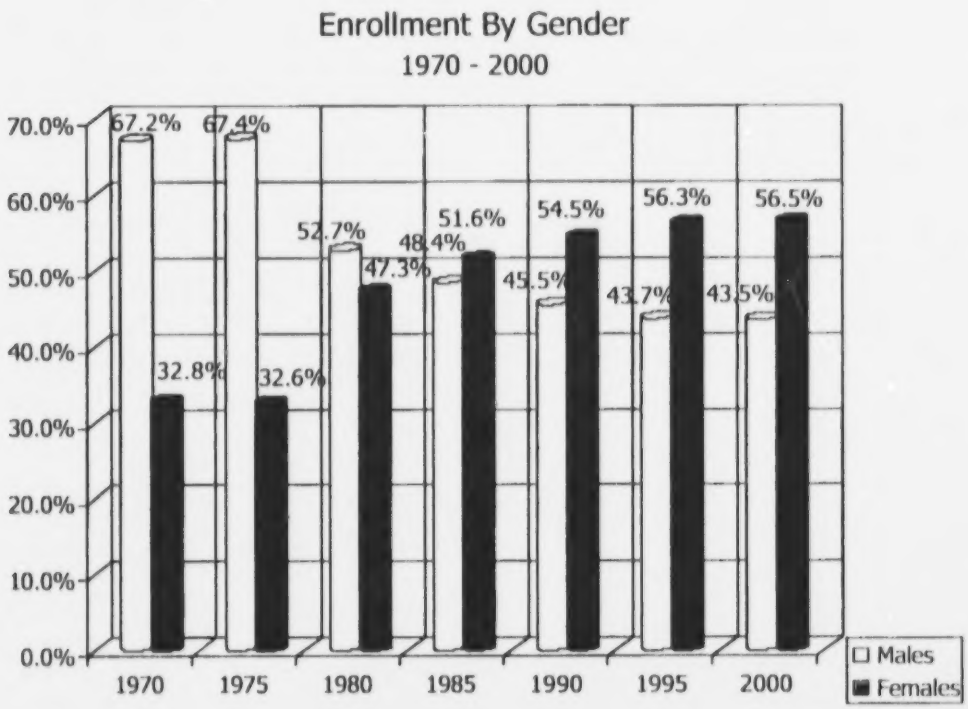


Source: SUNY Office of Academic Affairs, Institutional Research and Analysis.

BEST COPY AVAILABLE

Female Enrollments

The percentage of women enrolled for credit at Westchester Community College has increased from less than one-third (32.8%) of the student body in 1970 to well over one-half (56.5%) in 2000. Full-time females reached parity with males in 1995. Part-time females comprise 62.9% of the Fall 2000 part-time enrollment.



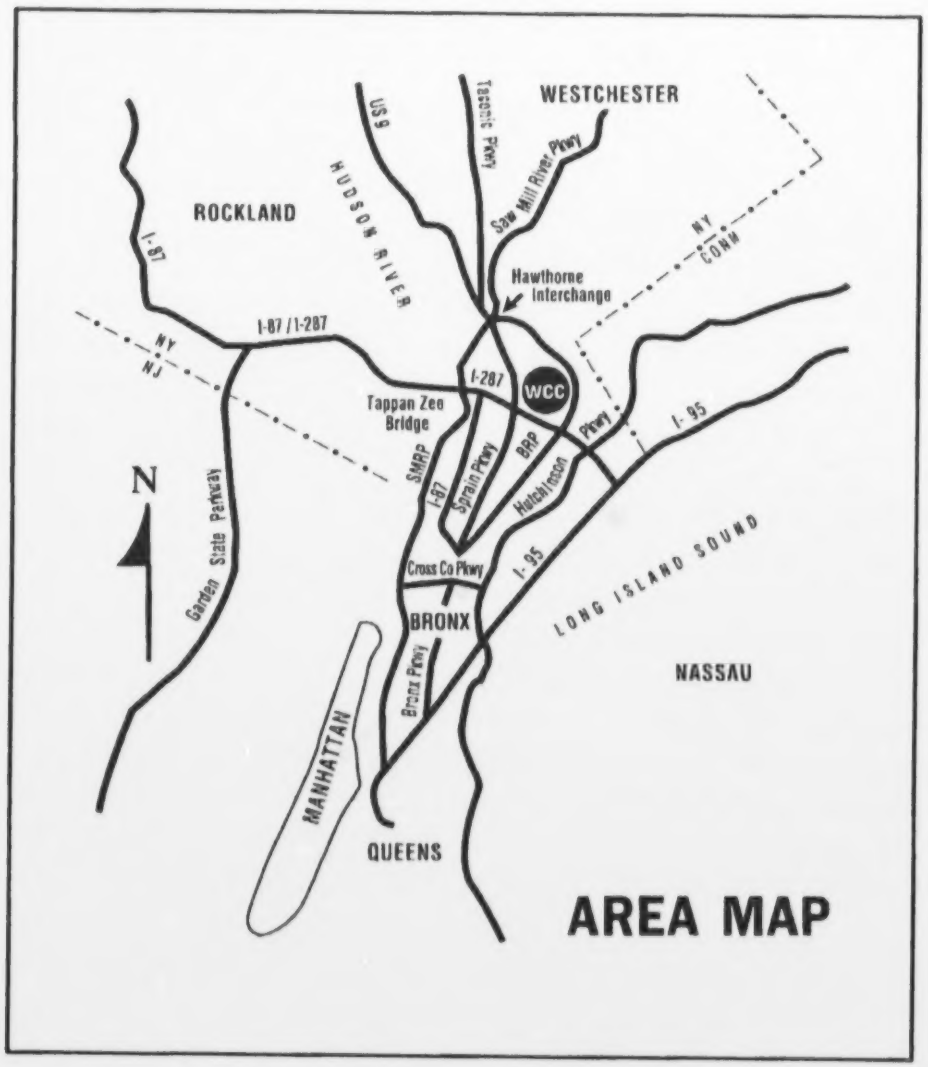
	1970	1975	1980	1985	1990	1995	2000
Males	67.2%	67.4%	52.7%	48.4%	45.5%	43.7%	43.5%
Females	32.8%	32.6%	47.3%	51.6%	54.5%	56.3%	56.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Office of Institutional Research and Planning, Westchester Community College.

BEST COPY AVAILABLE

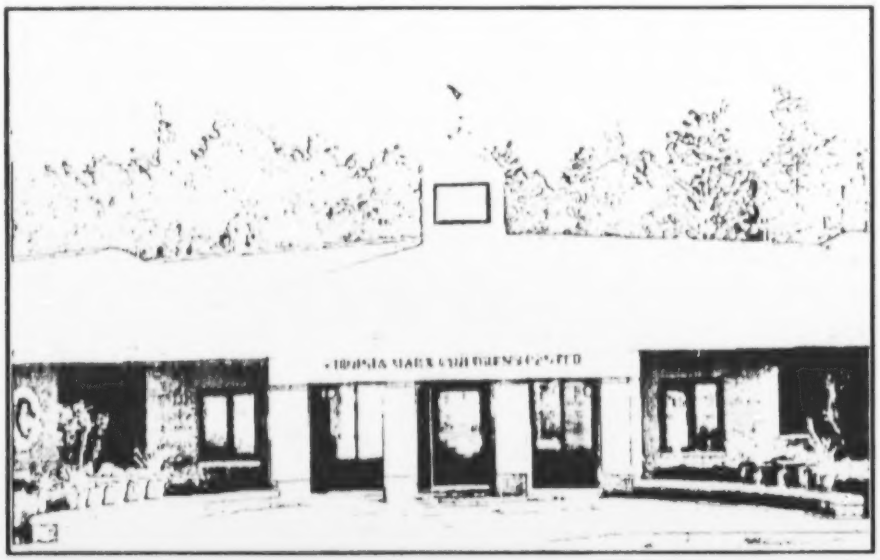
Ease of Commute

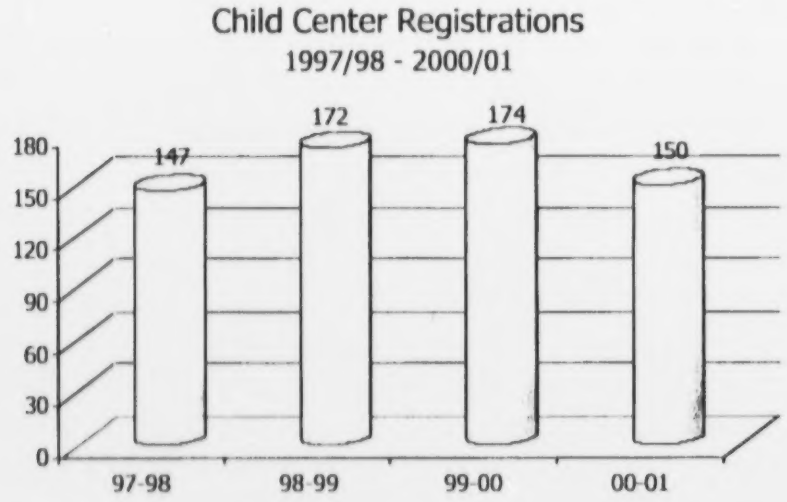
In Westchester, all roads lead to Rome and to Westchester Community College, making it very easy to get to the College either by car or public transportation. Located in the center of the county, the College is bordered by the Sprain Brook Parkway on one side and the Bronx River Parkway on the other, with Interstate 287 just south of it. In addition, four bus routes go directly to the College providing service to students from all sections of Westchester county.



Day Care

The Virginia Marx Children's Center provides on-campus day care for children of full-time and part-time students in an attractive, well-equipped new building designed for children. It also serves the children of WCC faculty/staff, county employees and community residents. The Center is professionally staffed, nationally accredited and licensed to serve children between the ages of six weeks and five years.





Source: Children's Center, Westchester Community College.

BEST COPY AVAILABLE

Community Use of College Facilities

Westchester Community College makes its facilities available to community organizations and groups throughout the year. In the last ten years the number of community organizations using the college's facilities each year has increased from 401 in 1991 to 579 in Fall 2000. In the academic year 2000-2001 alone, over 330,000 residents used the facilities.

Sample List Of Organizations that Use the College

American Heart Association	New York Retirement System	Municipal Officials Association
American Red Cross	NYNEX Softball League	*Save Water* Conference
Battle of the Bands	SUNY-Wide Job Fair	High School Photo Exhibit
Boy Scouts of America	United Way Auction	Westchester Photographic Society
Federated Conservationists	Academic Library Directors	Sexual Harassment Seminars
Hospice of Northern Westchester	Council of English Educators	Youth Symphony Concert
Hudson Valley Blood Drive	Terrorism Awareness Conference	American Legion Baseball
Infant/Toddler Coalition	Westchester Lifeguard Training	Dietetic Association Seminar
National Adult Baseball Assoc.	Police and Fire Softball League	Westchester Senior Games
N Y Philharmonic Concert	Victim's Assistance Meetings	Huaxia Chinese School Program

Source: Facilities Office, Westchester Community College.

BEST COPY AVAILABLE

Academic Programs

One of the prime missions of the College is to offer high quality programs that meet the needs of Westchester's citizens, businesses, and organizations of all types. The College also takes pride in being flexible enough to provide these programs in a timely manner.

In Fall 2001, Westchester Community College offered 39 academic programs leading to an Associate's degree, and another 15 leading to a one-year certificate. An indication of the quality of the programs offered and the flexibility of the College in providing them is seen in the following measurements.

Quality of Academic and Classroom Experience

Every three years all thirty SUNY community colleges administer a student opinion survey asking students to evaluate the quality of their experiences while attending college. On the most recent SUNY Student Opinion Survey* conducted in Spring 2000, WCC tied for first place among its seven peer community colleges for the highest mean ranking by its students on the *Quality of their Academic and Classroom Experience.*

Quality of Academic and Classroom Experience

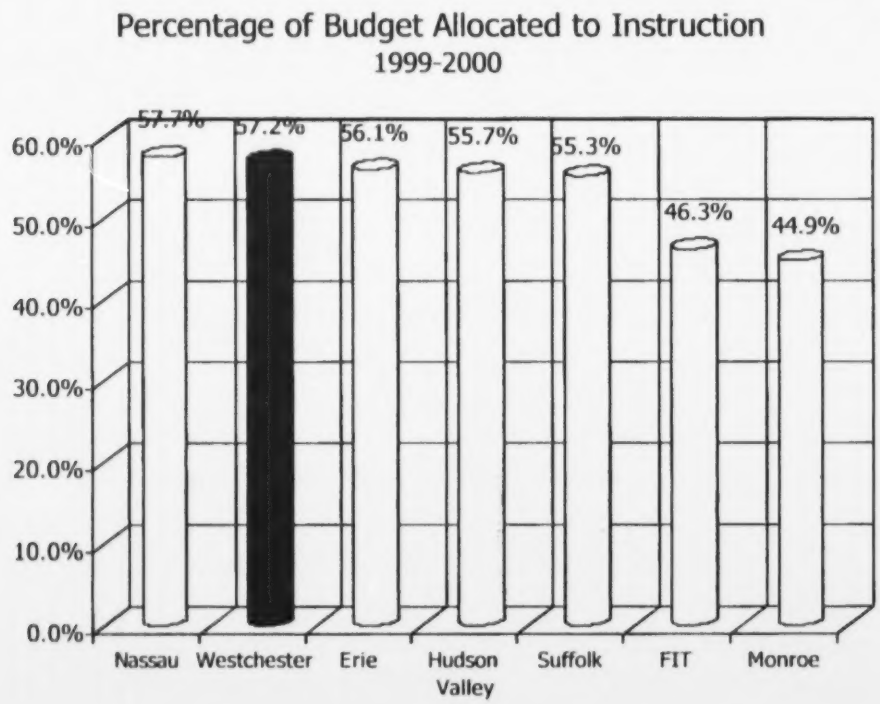
College	2000	1997
Westchester Community College	3.80	3.78
Large CC "U"	3.80	3.87
Large CC "X"	3.79	3.89
Large CC "P"	3.75	3.88
Large CC "BB"	3.64	3.63
Large CC "R"	3.61	3.64
Large CC "V"	3.57	N/A
SUNY 30 CC Average	3.81	3.84

Source: SUNY Student Opinion Survey 1997, 2000. (The SUNY Student Opinion Poll has been administered on all thirty community colleges every three years since 1991. The mean score presented in the tables throughout this booklet is the average response rate ranging from one to five with one being *very dissatisfied* and five being *very satisfied* on a battery of questions).

BEST COPY AVAILABLE

Expenditures on Instruction

Westchester Community College has consistently allocated a large proportion of its financial resources to assuring quality instruction. In the 1999-2000 budget, 57.2% of the budget was assigned to instruction. This ranked WCC number two among its peer colleges in the SUNY system.



Westchester Community College	Dollars	Percentage
Instruction	$33,932,083	57.2%
Public Service	$ 40,335	0.1%
Academic Support (including libraries)	$ 6,125,021	10.3%
Student Services	$ 7,015,596	11.8%
Institutional Support	$ 7,106,835	12.0%
Operation and Maintenance of Plant	$ 5,071,583	8.6%
Total Operating Expenditures By Function	*$59,291,453*	*100.0%*

Source: 1999-2000 SUNY Community College Annual Report Summary.

BEST COPY AVAILABLE

Curriculum Innovation

WCC is constantly adding new programs to its curriculum to meet the educational needs of the residents and businesses in Westchester county and neighboring communities. In the last decade alone, six new degree programs and 11 new certificate programs have been initiated. The following is a list of WCC's current programs.

ASSOCIATE IN ARTS - AA	INITIATED
LIBERAL ARTS/HUMANITIES	9/61
LIBERAL ARTS/SOCIAL SCIENCE	9/62
COMMUNICATIONS AND MEDIA ARTS	9/81
INDIVIDUAL STUDIES	9/86
ASSOCIATE IN SCIENCE - AS	
LIBERAL ARTS & SCIENCES/MATHEMATICS & SCIENCE	9/67
ENGINEERING SCIENCE	9/74
BUSINESS ADMINISTRATION	1/77
ACCOUNTING	9/78
FOOD SERVICE ADMINISTRATION - FOODS AND NUTRITION	10/83
INDIVIDUAL STUDIES	9/86
BUSINESS: INTERNATIONAL BUSINESS	9/88
COMPUTER SCIENCE	9/93
ASSOCIATE IN APPLIED SCIENCE - AAS	
CIVIL TECHNOLOGY	9/47
ELECTRICAL TECHNOLOGY	9/47
FOODS SERVICE ADMINISTRATION - DIETETIC TECHNICIAN	9/47
FOODS SERVICE ADMINISTRATION - RESTAURANT MANAGEMENT	9/47
MECHANICAL TECHNOLOGY	9/47
MEDICAL LABORATORY TECHNOLOGY	9/47
OFFICE TECHNOLOGIES	9/51
MARKETING	9/62
RESPIRATORY CARE	9/62
CRIMINAL JUSTICE: CORRECTIONS	9/65
CRIMINAL JUSTICE: POLICE	9/65
RADIOLOGIC TECHNOLOGY	9/69
HUMAN SERVICES	9/71
BUSINESS: BUSINESS ADMINISTRATION	1/77
LEGAL OFFICE TECHNOLOGIES	9/78
APPRENTICE TRAINING - AUTOMOTIVE	9/79
COMPUTER INFORMATION SYSTEMS	9/79
NURSING	9/79
BUSINESS: RETAIL BUSINESS MANAGEMENT	9/80
VISUAL ARTS	9/81
PERFORMING ARTS	9/82
EARLY CHILDHOOD	9/93
CHEMICAL DEPENDENCY COUNSELING	9/94
PARALEGAL	9/94
EMERGENCY MEDICAL TECHNOLOGY - PARAMEDIC	9/96
TELECOMMUNICATIONS TECHNOLOGY	9/96
TELECOMMUNICATIONS TECHNOLOGY - VERIZON	9/96

BEST COPY AVAILABLE

CERTIFICATE PROGRAMS	INITIATED
DRAFTING	9/71
PRACTICAL NURSING - ADULT	9/77
OFFICE TECHNOLOGIES	9/80
APPLIED ART	6/87
EARLY CHILDHOOD	9/93
CHEMICAL DEPENDENCY COUNSELING	9/94
PARALEGAL	9/94
COMPUTER ART	9/96
MEDICAL BILLING AND CODING	5/96
EMT - PARAMEDIC	9/97
DIRECT CARE PRACTICE	9/00
FINANCIAL OFFICE SPECIALIST	9/00
COMPUTER APPLICATIONS SPECIALIST	9/01
HELP DESK SUPPORT	9/01
WEB DEVELOPMENT FOR E-COMMERCE	9/01

☐ Added since 1990.

Campus Computing Programs

Among the programs and courses most in demand are those involving computer technology. The College jumped in early to provide quality programs with state-of-the-art equipment and well trained instructors. On the 2000 SUNY Student Opinion Survey, WCC ranked second among its peers for the quality of campus computing programs.

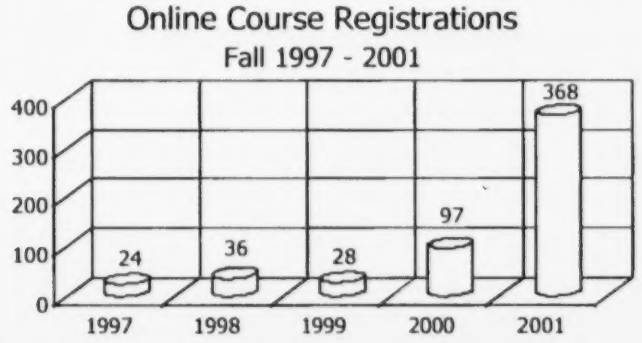
College	2000	1997
Large CC "X"	3.89	3.75
Westchester Community College	3.78	3.80
Large CC "U"	3.74	3.65
Large CC "BB"	3.72	3.53
Large CC "R"	3.71	3.60
Large CC "P"	3.60	3.49
Large CC "V"	2.75	N/A
SUNY 30 CC Average	3.75	3.66

Source: SUNY Student Opinion Survey 1997, 2000. (The SUNY Student Opinion Poll has been administered on all thirty community colleges every three years since 1991. The mean score presented in the tables throughout this booklet is the average response rate ranging from one to five with one being *very dissatisfied* and five being *very satisfied* on a battery of questions).

BEST COPY AVAILABLE

Distance Learning Online

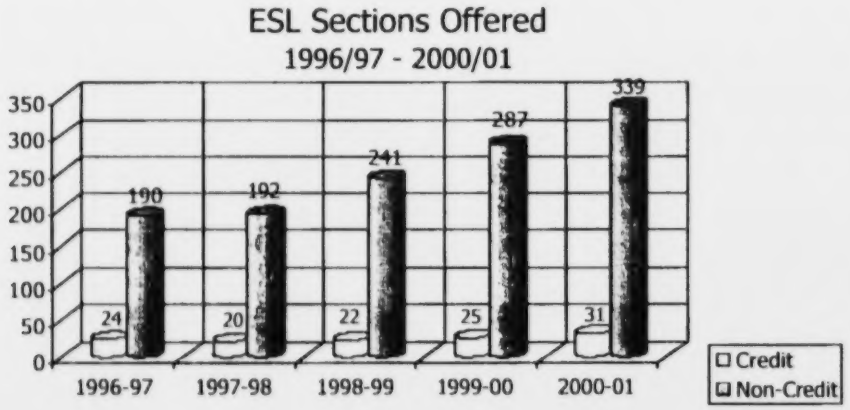
The distance learning initiative, supported by the WCC Foundation and a five-year federally funded Title III grant of $1.7 million, is one of the fastest growing programs at the College. On-line courses, available to students who can work off campus at a time best suited to their individual learning needs and schedules, have been offered since 1997. The number of courses has increased from 2 in the fall of 1997 to 19 in the fall of 2001 with 368 enrollees.



Source: Office of Institutional Research and Planning, Westchester Community College

English as a Second Language (ESL)

The rapid growth of the Hispanic community in Westchester County has caused the ESL program at the College to mushroom in size over the last few years. In 2000, the ESL Institute was established to oversee and co-ordinate both the credit and non-credit programs. The number of credit sections has increased from 24 in 1996/97 to 31 in 2000/01, while the number of non-credit sections has gone from 190 to 339 over the same period.



Source: Office of Institutional Research and Planning and ESL Institute, Westchester Community College.

BEST COPY AVAILABLE

Remedial Education

For students tested and found deficient in basic skills in math, reading or writing, the College provides non-credit classes designed to bring students up to college level capability. In Fall 2001, 2,153 students were enrolled in one or more remedial education courses. The Remedial Education Success Committee has recommended several ways to measure the success of these students. One of the measurements compares remedial students to non-remedial students using a cohort of Fall 1994 first-time, full-time students. The table below shows that while remedial students do not do as well as non-remedial students, nevertheless, two-thirds (69.7%) of the remedial students who attempted *gatekeeper** courses passed them. This compares to approximately four-fifths (80.7%) of the non-remedial students. After eight semesters, 17.4% of the remedial students had graduated compared to 23.5% of the non-remedial students.

Remedial vs. Non-Remedial Comparison
Fall 1994 Cohort

Success Status	Full-Time Remedial Students		Full-Time Non-Remedial Students	
	N	Pct.	N	Pct.
Took Remedial Course	771	63.1%	-	-
Passed Remedial Course	516	66.9%	-	-
Attempted Gatekeeper	640	83.0%	389	86.3%
Passed Gatekeeper	446	69.7%	314	80.7%
Transferred in 8 Semesters	NA	NA	127	28.2%
Graduated in 8 Semesters	134	17.4%	106	23.5%
Persisting	144	18.7%	59	13.1%
GPA 2.00 or Better	387	50.2%	304	67.4%

Source: Office of Institutional Research and Planning, Westchester Community College.

Note: *A *gatekeeper* course is an introductory course taken for credit.

BEST COPY AVAILABLE

Faculty

In Fall 2000, the College was served by 156 full-time faculty. The College is proud of the fact that it consistently receives positive feedback from both students and professional organizations about the outstanding quality of its faculty. In the annual *Study of the Graduates*, a survey that has been conducted each year since 1979, alumni have consistently given high marks to the faculty. Over the last five-years, 89 percent or greater of each graduating class expressed either *great satisfaction* or *satisfaction* with the instruction they received, as shown in the table below.

Overall Quality of Instruction: 1996 - 2000
Graduate Evaluations

GROUP TITLES	1996		1997		1998		1999		2000	
	N	%	*N*	%	*N*	%	*N*	%	*N*	%
Number of Graduates:	942		970		1,040		1,072		1,022	
Responding to Questionnaire:	383	*40.5%*	386	*39.8%*	464	*44.6%*	321	*29.9%*	386	*37.8%*
Evaluation by Respondents:										
Preparation for Further Study:										
Well Prepared	198	*70.5%*	198	*68.8%*	227	*65.4%*	174	*73.7%*	198	*68.0%*
Somewhat Prepared	79	*28.1%*	83	*28.8%*	112	*32.3%*	60	*25.4%*	87	*29.9%*
Not Prepared	4	*1.4%*	7	*2.4%*	8	*2.3%*	2	*0.8%*	6	*2.1%*
Percent Very Satisfied or Satisfied with:										
Courses In Major	95%		92%		91%		299	*96.1%*	359	*96.0%*
Courses Outside Major	88%		84%		82%		277	*94.2%*	337	*96.6%*
Advising by Faculty	77%		74%		73%		246	*84.8%*	303	*87.1%*
Availability of Courses	83%		82%		83%		282	*94.0%*	343	*92.7%*
Library Services	92%		88%		87%		291	*98.3%*	324	*94.2%*
Overall Quality of Instruction	93%		89%		89%		293	*95.8%*	359	*96.0%*
Overall WCC Experience	96%		95%		93%		308	*97.5%*	376	*98.7%*

Source: *Study of the Graduates 2000*, Westchester Community College

BEST COPY AVAILABLE

Faculty Awards

Since the SUNY Chancellor's Awards were established in 1973, 88 WCC faculty and professional staff have received this recognition for their outstanding teaching.

YEAR	RECIPIENTS	AREA AWARDED
1973-74	Greta Cohan (English)	Teaching
1974-75	Stanley Behr (Sociology) Iris Cook (Biology)	Teaching Teaching
1976-77	Linda Sledge (English)	Teaching
1978-79	John Ahern (French)	Teaching
1979-80	Eileen Walsh (Biology) Bert Liberi (Math)	Teaching Teaching
1980-81	Shirley Lim (English) Sigrid Carlson (Counselor)	Teaching Professional Services
1981-82	William Costanzo (English) Jay Paisley (Counselor)	Teaching Professional Services
1982-83	Sinforosa Tan (Math) Maryanne Vent (English)	Teaching Teaching
1983-84	*--- No Award Given ---*	
1984-85	Mary Loomba (Library)	Librarianship
1986-87	Gloria Meisel (Library) Joan Hopf (Counselor)	Librarianship Professional Services
1988	Elaine Klein (English/Communications)	Teaching
1989	Joanna Scalabrini (Nursing) Mary Ellen LeClair (English) Louis Chicatelli (English) Rosanne Kalick (Library) Joanne Clary Apesos (Student Affairs)	Teaching Teaching Teaching Librarianship Professional Services
1990	Michael Bobkoff (English) Peter Doukas (Business) Jo Robbins (Dance) Ronald Brown (Counselor)	Teaching Teaching Teaching Professional Services
1991	Douglas Kenny (Reading/Study Skills) Frank Madden (English) Eileen Shea (Communications) Ane McCabe (Health Services) Carol Jensen (Library)	Teaching Teaching Teaching Professional Services Librarianship
1992	Thomas Halsall (Art) John Loase (Mathematics) Hugh McCabe (Business) Michael Priano (Biology) Alan Seidman (Admissions) Susan Shumejda (Counselor)	Teaching Teaching Teaching Teaching Professional Services Professional Services
1993	Cedric Disilzian (Math) Gwendolyn Griswald (English) Kathryn Malone (Biology)	Teaching Teaching Teaching

BEST COPY AVAILABLE

YEAR	RECIPIENTS	AREA AWARDED
1993 (cont'd)	Richard Miller (Arts) Una Shih (Library) Margaret Coe (Counselor) Susan Stanton (Registrar)	Teaching Librarianship Professional Services Professional Services
1994	Colleen Booth (Practical Nursing) Letty C. Fisher (Retail Mgmt.) John F. Galligan (Biology) Fred U. O'Connor (Accounting) Suzanne Putnam (Learning Specialist) Kevin B. Slavin (Student Affairs)	Teaching Teaching Teaching Teaching Professional Services Professional Services
1995	Enzo Allegretti (Accounting) Elizabeth Gaffney (English) Francis King (Marketing) Daryl Nosek (Food Service Admin.) Laurie Rotando-Corey (Behavior Sci.) Lynne Karen (Library) Marcy Berlin (Transfer Counselor) Susan Markman (Counselor)	Teaching Teaching Teaching Teaching Teaching Librarianship Professional Services Professional Services
1996	Barbara Connolly (Behavior Sciences) Ernest Joerg (Electrical Tech) Judith Langer (Math) Carlo Sclafani (Italian) Donald Weigand (Counselor)	Teaching Teaching Teaching Teaching Professional Services
1997	Richard Courage (English) Juliana Snyder (Food Service Admin) Judith Lowen (Nursing) Sealy Ann Gilles (English) Sandy Schepis (Library) Donald Hoffman (Counselor)	Teaching Teaching Teaching Teaching Librarianship Professional Services
1998	Carol Klein (Chemistry) Richard Putnam (Director, Career Center) George Sands (Human Services) Melvin Thornhill (Rad Tech) Susan Zucker (Children's Center)	Teaching Professional Services Teaching Teaching Professional Services
1999	Joyce Belton (Counseling) Lenore Lerner (Reading/Study Skills) Sheldon Malev (Behavioral Science) Anna Piece (Library) Mira Sakrajda (English) Carol Tillman (Counseling) David Wedlick (Criminal Justice)	Professional Services Teaching Teaching Librarianship Teaching Professional Services Teaching
2000	Kathleen DeLuca Alan Devenish (English) Debra Goorbin (Accounting) Marcia Kalkut (Counseling) Gabrielle Miller (Communication//Media) Joanna Peters (Academic Support)	Teaching Teaching Teaching Professional Services Teaching Professional Services
2001	Farhad Ameen (Economics) Susan Arietta (Academic Support) Lynette DeBellis (Nursing) Barbara Gold (Reading/Study Skills) Sylvester Marino (Accounting) Louis Rotondo (Mathematics) Dale Smith (Counselor)	Teaching Professional Services Teaching Teaching Teaching Teaching Professional Services

BEST COPY AVAILABLE

Student Relations with Faculty

On the SUNY Student Opinion Survey, WCC ranked first among its peer SUNY community colleges for Student/Faculty and Staff Relations.

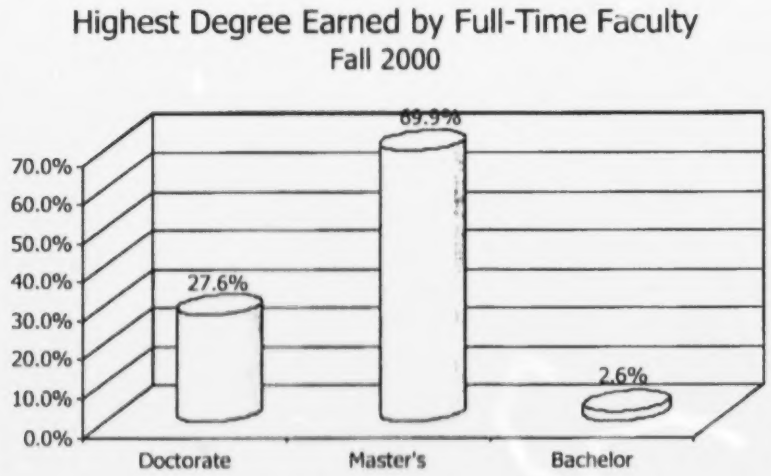
Student Relations with Faculty and Staff

INSTITUTION	2000	1997
Westchester Community College	3.77	3.70
Large CC "U"	3.70	3.72
Large CC "X"	3.68	3.72
Large CC "P"	3.59	3.61
Large CC "BB"	3.53	3.41
Large CC "R"	3.49	3.54
Large CC "V"	3.13	N/a

Source: SUNY Student Opinion Survey: 1997 - 2000

Academic Credentials of Faculty

As of Fall 2000, only 2.6% of the full-time teaching faculty had earned less than a Master's degree. All of the most recently hired faculty members have at least a Master's degree.



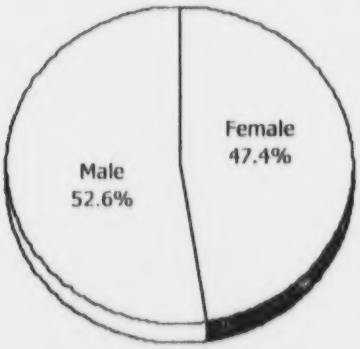
Source: Office of Institutional Research and Planning, Westchester Community College.

BEST COPY AVAILABLE

Male/Female Ratio

Over the last thirty years parity between males and females has been achieved with women comprising 47.4% of the faculty in Fall 2000.

Faculty by Gender: Fall 2000

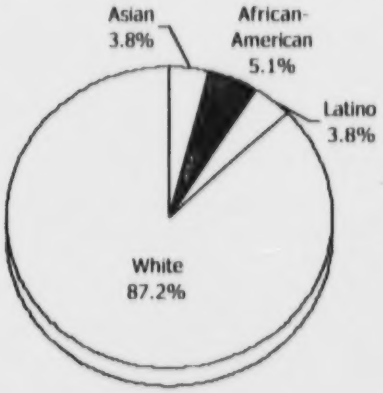


Source: Office of Institutional Research and Planning, Westchester Community College

Minority Faculty

In terms of ethnic backgrounds faculty representation still remains low. Despite a policy designed to increase their numbers, in Fall 2000 only thirteen percent of the faculty were minorities with 5.1% African-American, 3.8% Asian, and 3.8% Latino.

Faculty by Ethnicity: Fall 2000



Source: Office of Institutional Research and Planning, Westchester Community College.

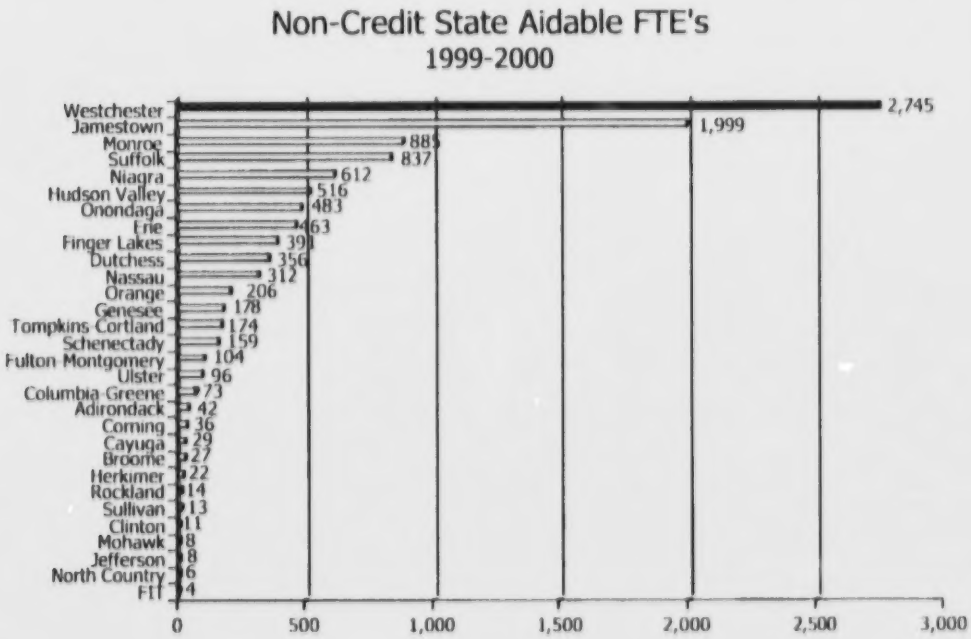
BEST COPY AVAILABLE

Life Long Learning

To foster learning for students of all ages, the Division of Continuing Education offers a variety of programs on and off campus including programs for businesses through the Professional Development Center; for senior citizens through the Mainstream Institute for Older Adults; for displaced homemakers through Project Transition; for those who wish to learn on-line through the Distance Learning Center and for those who seek personal enrichment and professional development though a variety of community service programs located at the main campus in Valhalla and at 12 off-campus credit sites.

Continuing Education Program

The College's Continuing Education Program now totals nearly 12,000 students a year and is the largest continuing education program among the 30 SUNY community colleges. Educational programs are available seven days a weeks at sites throughout the county. The programs include English as a Second Language, the Westchester Arts Workshop, in addition to the programs cited above.



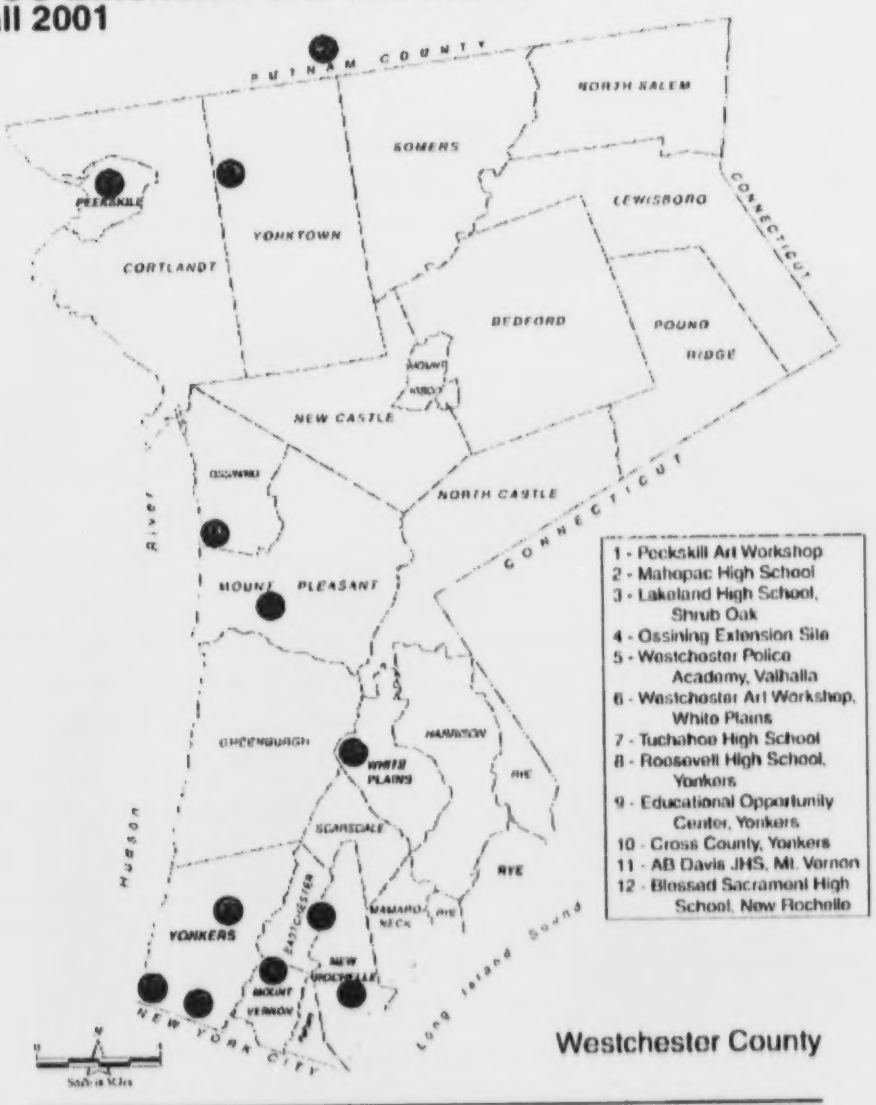
Source: SUNY Office of Academic Affairs, Institutional Research and Analysis, *Table 01/122-2.*

BEST COPY AVAILABLE

Off-Campus Sites

To reach students near their homes, WCC has established 12 off-campus sites, more than any other community college in the SUNY system. In Fall 2001, a new site in Yonkers dedicated to computer technology was opened. Additional plans are under way to develop a site in Mount Vernon in 2002. Since 1971, classes have been offered at over 200 sites around the county.

WCC Extension Site Locations
Fall 2001

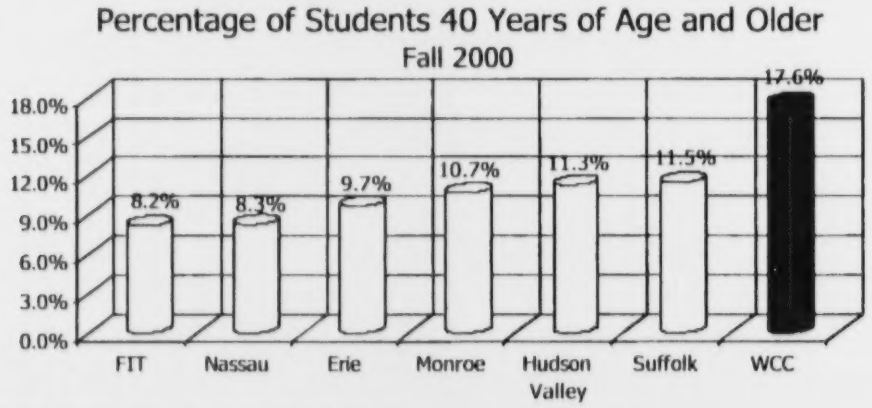


WESTCHESTER COUNTY DEPARTMENT OF PLANNING

BEST COPY AVAILABLE

Older Students

As the population of Westchester ages, the College continues to find ways to serve the educational needs of its older residents. On the non-credit side, Mainstream, the Institute for Older Adults, offers courses in job readiness, enrichment, travel, and personal growth. On the credit side, a growing number of older students are returning to get a degree, prepare for a new career or just for personal enrichment. Among its peer group of SUNY community colleges, WCC has the highest percentage of students 40 years of age and older (17.6%).



Source: SUNY Office of Academic Affairs, Institutional Research and Analysis.

Professional Development Center

The Professional Development Center (PDC) has assisted 42 businesses and local governments in the last three years by providing cost-effective, customized training for their employees.

Aramark	General Motors	Stop & Shop Supermarkets
Bell Atlantic Developmental Studies	Hudson Valley Tech Development Center	Thin Film Concepts, Inc.
Big V Supermarkets	IBM Research	Town of Bedford
CIBA Specialty Chemicals	IBM Somers	Town of Harrison
City of New Rochelle	IBM White Plains	Town of New Castle
City of White Plains	Journal News	Town of Yorktown
City of Yonkers	Landmark at Eastview	Village of Briarcliff
Club Chefs of Westchester	Melard Technologies	Village of Port Chester
Columbia Elevator Products Co	Metropolitan Prof. Golfers Association	Village of Rye Brook
Council of Industry of Southeastern NY	New York Power Authority	Village of Scarsdale
CSEA LEAP Program	NORMET	Westchester County Chamber of Commerce
CUNY Alliance	Nursing Association of Westchester	Westchester County Dept of Environmental Facilities
Emisphere Technologies Inc.	Regeneron Pharmaceuticals	Westchester County Dept of Health
Fairview Country Club	Rye Town Hilton	Westchester-Putnam Counties Consortium for Worker Ed

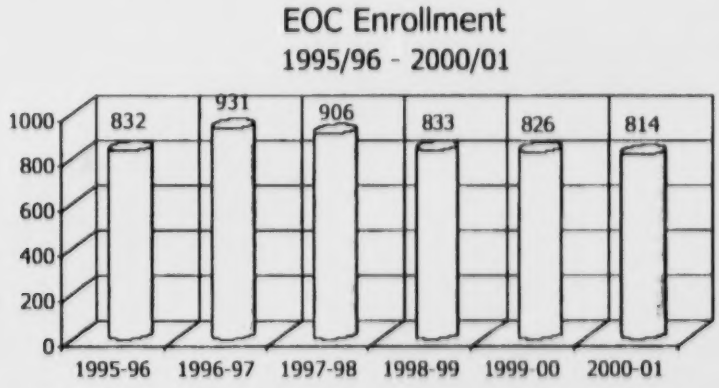
Source: Professional Development Center, Westchester Community College.

Westchester Arts Workshop

The Westchester Arts Workshop in White Plains is housed in a wing of the Westchester County Center. It offers hands-on, individualized instruction in fine arts and fine crafts. The Westchester Arts Workshop in Peekskill has a state-of-the-art Computer Center with both graphic arts and multimedia labs.

Educational Opportunity Center

The Educational Opportunity Center (EOC), located in Yonkers, provides free remedial, academic and vocational education to educationally and economically disadvantaged adults (16 years and older.). Any low-income resident of New York State who meets the economic and educational guidelines set forth by the State University may be admitted. Over the last six years, the Center has served over 800 students a year.



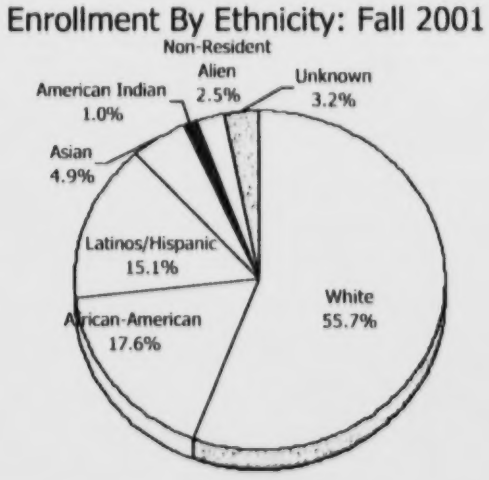
Source: Educational Opportunity Center (EOC), Westchester Community College.

Sensitivity to a Diverse Community

Although Westchester County is considered a suburb of New York City, the diversity of its residents is far more indicative of an urban center. Minorities comprise almost one-third of the county population. The 2000 census showed 14.2% to be Black, 4.5 % Asian, 15.6% Latino/Hispanic, and 71.3% White. Mindful of the diversity of backgrounds in the county and neighboring counties, Westchester Community College has actively sought to attract these students to the College and to address their special learning needs.

Minority Enrollment

In Fall 2001, minority students comprised 38.6% of the credit student body. The three largest minority groups are African-American (17.6%), Latino/Hispanic (15.1%), and Asians (4.9%), as shown in the pie chart below. As recently as 1996, African-Americans comprised 15.4% of the student body, Latinos/Hispanics 11.2%, and Asians 5.0%.



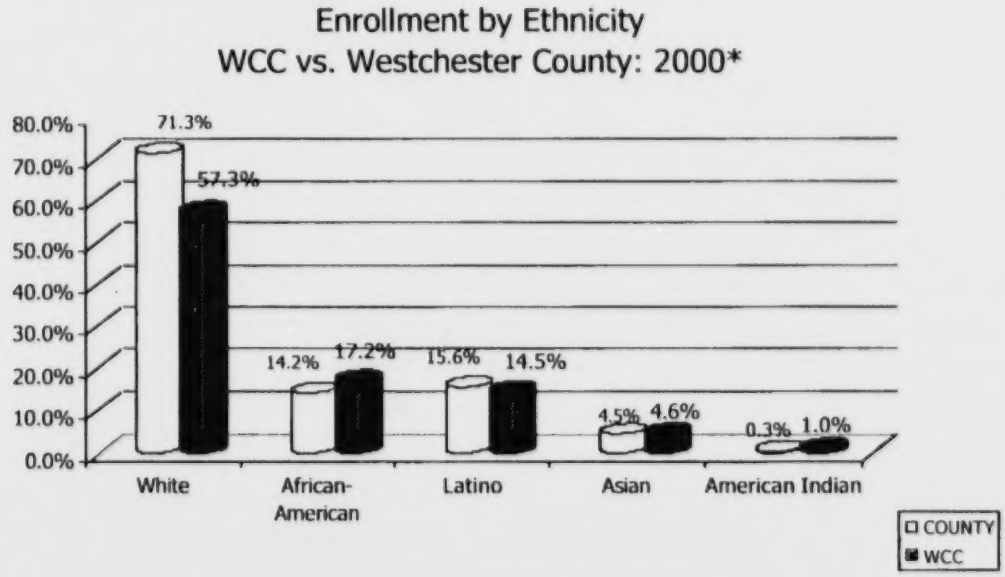
Ethnicity	Fall 1996		Fall 2001	
	N	Pct.	N	Pct.
White	7,232	65.0%	6,142	55.7%
African-American	1,718	15.4%	1,941	17.6%
Latino/Hispanic	1,251	11.2%	1,667	15.1%
Asian	558	5.0%	538	4.9%
American Indian	94	0.8%	110	1.0%
Non-Resident Alien	79	0.7%	278	2.5%
Unknown	195	1.8%	349	3.2%

Source: Office of Institutional Research and Planning, Westchester Community College.

BEST COPY AVAILABLE

Westchester County Population vs. WCC Enrollment

The percentage of minorities attending the College has not only increased dramatically over the last decade, but has either exceeded (African-Americans) or kept pace with the increase in the population of the county at-large.



2000	County*		WCC	
	No.	Pct.	No.	Pct.
White	658,858	71.3%	6,201	57.3%
African-American	131,132	14.2%	1,863	17.2%
Latino/Hispanic	144,124	15.6%	1,574	14.5%
Asian	41,738	4.5%	501	4.6%
American Indian	2,343	0.3%	103	1.0%
Non-Resident Alien	----	----	229	2.1%
Unknown	----	----	348	3.2%

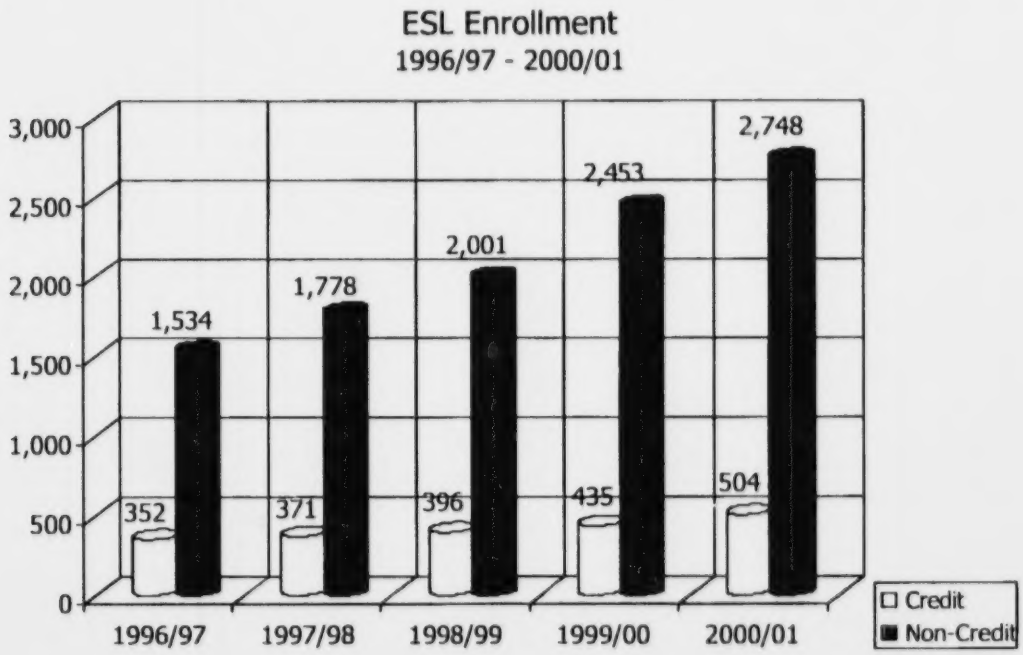
Sources: County figures provided by the Westchester County Department of Planning.
WCC figures provided by the Office of Institutional Research and Planning.

Note: *The US Census Bureau figures for 2000 do not add up to 100% due to changes in the method of reporting racial and ethnic backgrounds. In 2000, the Census Bureau separated racial and ethnic categories. Individuals must now choose a race as well as an ethnicity (Hispanic Origin or Non- Hispanic origin). For example, an individual can be categorized as White and also as Hispanic. Therefore, County figures will not total 100%. SUNY has not yet adopted the new census definitions for race and ethnicity. Students at the College may only choose one of the above categories.

BEST COPY AVAILABLE

ESL Program

Westchester Community College has one of the fastest growing English as a Second Language programs in the SUNY community college system. In Academic Year 2000-2001 there were 2,748 students enrolled in the non-credit program and another 504 in the credit program. This is up from 352 credit students in 1996-97 and 1,534 non-credit students that same year. The largest percentage of ESL students are Hispanic, but students from many other countries throughout the world also are enrolled. In Fall 2000, an ESL Institute was established and a director was appointed to oversee the integration of the credit and non-credit programs along with student tracking, testing and placement advising.

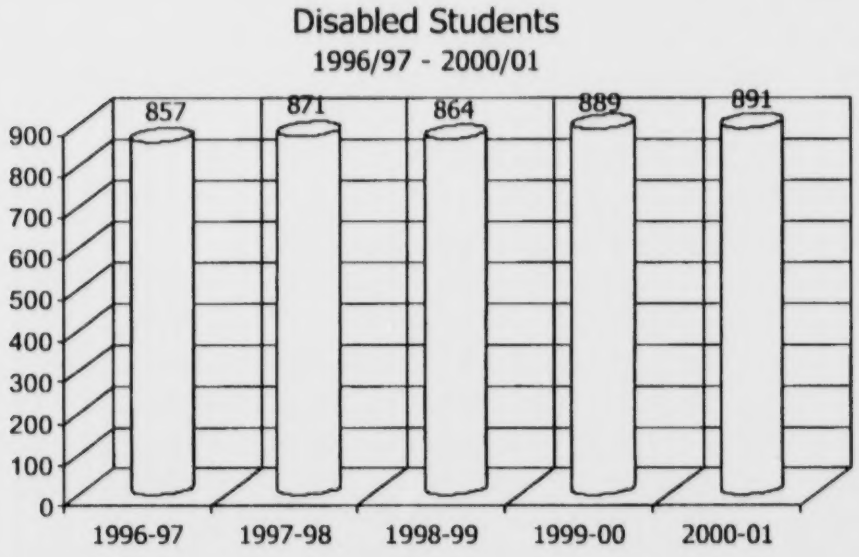


Source: ESL Institute, Westchester Community College.

BEST COPY AVAILABLE

Disabled Students

The Office for the Disabled at the College has grown considerably over the last ten years. From 1996-97 to 2000-2001 the number of students served increased from 857 to 891. The disabilities served are: *Learning Disabled*, *Emotional Disability*, *Physical Disability*, *Visual Impairment*, *Hearing Impairment*, and *Other Health Impaired*. Trained learning specialists provide various services to help students adjust to college life, including supportive counseling, academic accommodations and assistance, advocacy, and referrals.

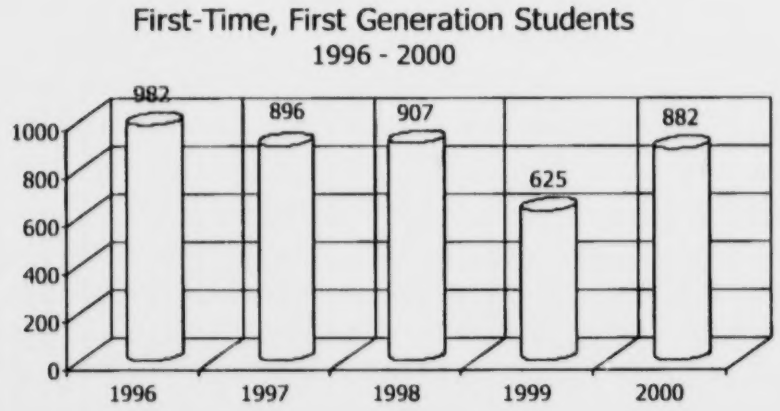


Source: Counseling for the Disabled, Westchester Community College

BEST COPY AVAILABLE

First Generation Students

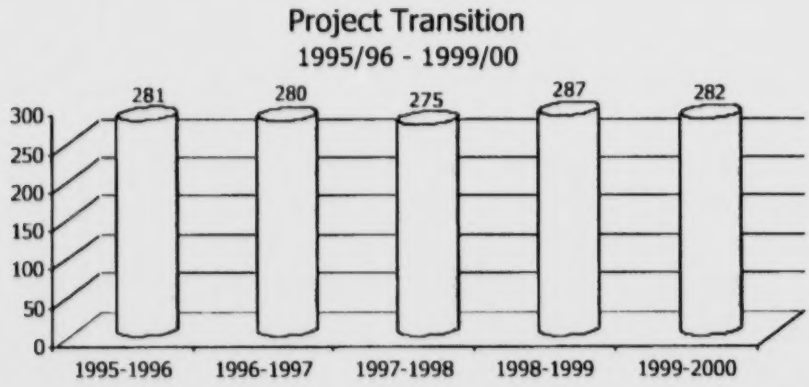
In 2001, the College received a TRIO grant for approximately $800,000 over a four-year period to focus special attention on first generation students requiring remedial education. The program is being designed to provide special academic support services and financial assistance to students.



Source: Testing Center, Westchester Community College.

Divorced, Separated or Widowed Students

Project Transition has helped over 1,405 women since 1995 to successfully reenter the workforce who are divorced, separated, widowed, or whose spouse is unemployed or disabled. The program offers extensive information, referral, career decision counseling, work readiness and employment training programs.



Source: Project Transition, Westchester Community College.

BEST COPY AVAILABLE

International Students

Westchester Community College draws students from throughout the world. In Fall 2001, 278 students from 51 countries were enrolled. Almost three-fourths of them were enrolled full-time (72.3%). A special guidance counselor has been assigned to oversee their needs. The top three curricula in which these students were enrolled are *Liberal Arts and Humanities* (13.7%), *Liberal Arts/Social Science* (13.3%), and *International Business* (8.6%). The top five countries of origin were Jamaica, Poland, Mexico, Colombia, and Japan, as shown below.

Country	No.	Country	No.
Albania	1	Latvia	3
Argentina	2	Liberia	1
Austria	1	Lithuania	1
Bermuda	1	Mexico	10
Bolivia	1	Morocco	1
Brazil	6	Netherlands	1
Cameroon	1	Nigeria	2
China	1	Oman	1
Colombia	9	Paraguay	1
Croatia	1	Peru	4
Czech and Slovak Fed Rep	4	Philippines	5
Dominican Republic	1	Poland	12
Ecuador	4	Russia	2
El Salvador	1	Saint Lucia	1
France	4	Singapore	1
Germany	4	South Africa	4
Ghana	2	Spain	1
Greece	1	Sweden	4
Guatemala	2	Thailand	1
Hungary	4	Trinidad and Tobago	3
India	6	Turkey	2
Indonesia	1	Uganda	1
Israel	3	Ukraine	2
Jamaica	25	United Kingdom	3
Japan	7	Zambia	1
Kenya	1	Unknown Country	115

Source: Office of Institutional Research and Planning, Westchester Community College.

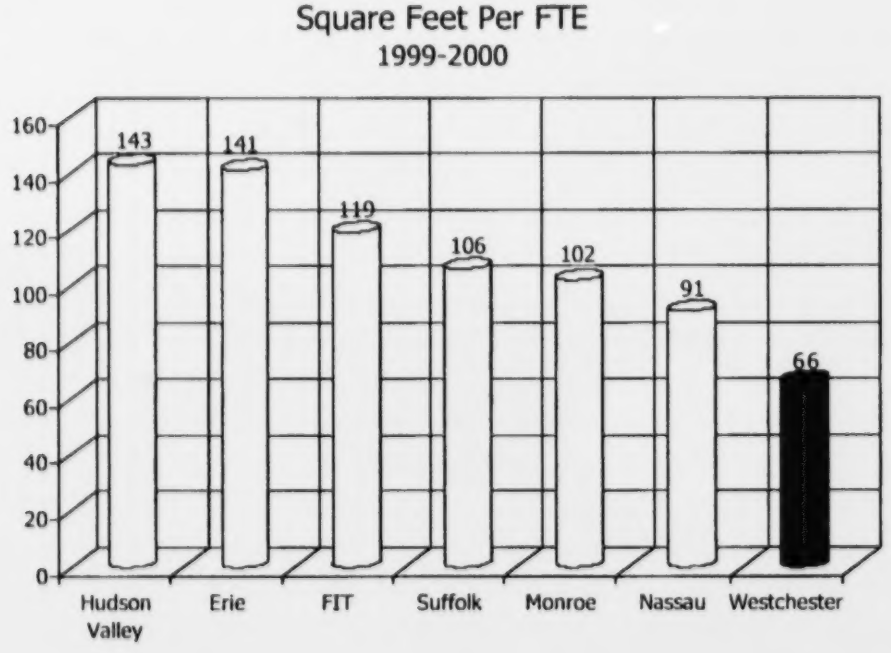
BEST COPY AVAILABLE

Facilities and Physical Plant

Keeping the facilities and physical plant in an attractive, state-of-the-art condition and meeting the space requirements for academic programs is a constant challenge and battle of the budget. Considerable progress has been made on two fronts—the enlargement of the library to almost twice its original size and the expansion of computer services to supply the campus with the latest technology. Much remains to be done, however, especially in providing adequate classroom space.

Classroom Space

An area where the College has not been able to meet its needs is in providing adequate classroom space. In a comparison to the 30 SUNY community colleges, Westchester Community College ranks at the bottom (30th out of 30) in the amount of square feet per FTE student. The county executive and the county capital budget committee have given approval for the expenditure of money needed to build a new classroom building, but funds from the state await approval.

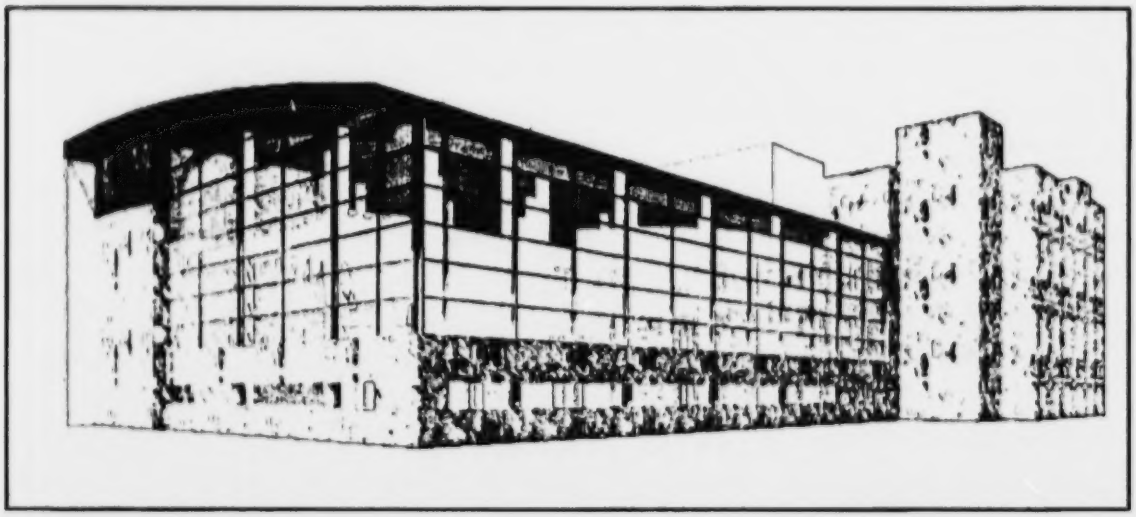


Source: 1999-2000 SUNY Community College Annual Report Summary.

BEST COPY AVAILABLE

Library/Learning Resource Center

In spring 2002, the College opened its doors to a totally renovated library that is approximately double the size of the original with over 100,000 square feet. The new library includes expanded space for books (110,000 volumes), media (10,000 volumes), and periodicals (over 400 subscriptions). In addition, there is a 70-seat multimedia classroom/theater, a student lounge, and space for the Honors Program, the Center for Faculty and the Distance Learning Program. The ground floor will house the Academic Support Center, the Testing Center, Learning Disabilities Services, the Writing Center, a large open computer lab for student use, and two computer-based classrooms.



Rendering of the expanded Harold L. Drimmer Library Learning Resource Center

BEST COPY AVAILABLE

Campus Security and Safety

Westchester Community College places a high priority on the safety of its students, faculty, and staff. Parking lots, walkways, and areas surrounding each building are well lighted, and the campus is regularly patrolled by a 24-hour guard service. Recently, 15 strategically located emergency *blue light* phones connected directly to the County Police were installed throughout the campus. All college campuses in the country are now mandated by the federal government to report campus crime statistics. Below are the College's figures for the last three years. While there have been occasional incidents of crime, the campus has generally been a safe and secure environment.

Federal Campus Crime Statistics for Westchester Community College
1998 to 2000

	1998	1999	2000
Crimes			
Murder	0	0	0
Forcible Sex Offenses	0	0	0
Non-Forcible Sex Offenses	0	0	0
Robbery	0	0	1
Aggravated Assault	1	0	1
Burglary	0	1	8
Auto Theft	0	1	0
Manslaughter	0	0	0
Arson	0	0	0
Total Hate Crimes	0	0	0
Arrests			
Liquor	0	0	0
Drugs	1	0	0
Weapons	0	0	0

Source: *Campus Crime and Security Survey*, U.S. Department of Education.

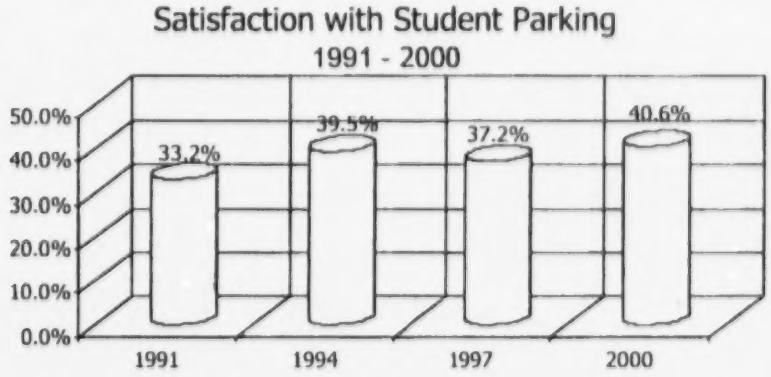
BEST COPY AVAILABLE

Handicapped Accessible

The College has recently completed the process of upgrading all of its 14 buildings to be handicap accessible and in compliance with the standards set by the federal *Americans with Disabilities Act*. This involved a considerable investment of time and money. The ramp in the Student Center leading to the cafeteria pictured below is a good example of some of the creative engineering required.

Parking Space

Adequate and convenient parking is of prime importance to the students, all of whom commute to the College. On the *2000 SUNY Student Opinion Survey*, 37.5% of the respondents expressed some degree of *dissatisfaction*—the highest of any service or facility. The encouraging news is that the degree of *satisfaction* expressed by students has increased from 33.2% on the 1991 survey, to 40.6% on the 2000 survey, as shown in the chart below. Since 1990, 300 new parking spaces have been added, all tucked away in the rolling hills that surround the 218-acre campus.



Source: SUNY Student Opinion Survey: 1991 – 2000.

BEST COPY AVAILABLE

Marketing and Recruitment

Justly or unjustly, some people say Westchester Community College is the "best kept secret in Westchester." That is why the Strategic Planning Committee selected *Marketing and Recruitment* as a focus goal during the 1997-2002 Strategic Planning Process. *Marketing and Recruitment* includes identifying the various types of populations who might be interested in taking courses at the College, reaching out to them by various means, and continuing to communicate with them until they have enrolled at the College.

Why Students Attend WCC

Good marketing and recruitment begins with an understanding of why students choose to attend Westchester Community College. The SUNY Student Opinion Survey, conducted every three years on campus, provides this data. Students consistently identify the same four major reasons: *Low Cost to Attend, To Take Courses for Transfer to Another College, Nearby Location, and The College Offered the Courses/Programs I Wanted.* Moreover, one reason, in particular, outdistances the others in importance with two-thirds (67.8%) of the students selecting *Low Cost to Attend* as a major reason.

Major Reason for Attending Westchester Community College
SUNY Student Opinion Poll Surveys 1991, 1994, 1997, 2000

	In Descending Order of *Change: 1991- 2000*	MAJOR REASON 2000	MAJOR REASON 1997	MAJOR REASON 1994	MAJOR REASON 1991
1	LOW COST OF ATTENDING	67.8%	64.4%	66.3%	63.2%
2	TO TAKE COURSES TO TRANSFER TO ANOTHER COLLEGE	51.9%	47.5%	49.0%	51.0%
3	NEARBY LOCATION	48.1%	43.7%	44.0%	37.0%
4	OFFERED THE COURSES/PROGRAMS I WANTED	42.9%	50.6%	48.0%	45.4%
5	ABLE TO MAINTAIN EMPLOYMENT WHILE STUDYING	35.5%	33.6%	32.8%	29.9%
6	GOOD CHANCE OF PERSONAL ACADEMIC SUCCESS	32.0%	37.0%	29.5%	33.6%
7	GOOD ACADEMIC REPUTATION	33.3%	33.8%	34.2%	31.4%
8	GOOD CAREER PREPARATION	28.4%	31.6%	30.2%	28.4%
9	GOOD FACULTY	28.1%	32.6%	30.8%	31.7%
10	AVAILABILITY OF SCHOLARSHIP OR FINANCIAL AID	24.8%	25.2%	23.7%	17.8%
11	ADVICE OF PARENTS OR RELATIVES	14.4%	14.7%	10.3%	13.3%
12	TO OBTAIN OR MAINTAIN CERTIFICATION/LICENSURE	13.7%	15.5%	15.7%	18.6%
13	LIKED THE SIZE OF THE COLLEGE	12.9%	13.9%	12.0%	11.3%
14	LIKED THE LOCATION EVEN THOUGH NOT NEARBY	9.9%	9.6%	7.5%	9.4%
15	ADVICE OF HS COUNSELOR, TEACHER, PRINCIPAL, ETC	9.0%	8.6%	7.5%	11.0%
16	LIKED THE SOCIAL ATMOSPHERE	8.7%	9.2%	7.3%	9.1%
17	WANTED TO BE WITH FRIENDS	4.4%	4.8%	2.8%	4.5%
18	LOST JOB, SEEKING RETRAINING	1.4%	3.3%	6.3%	NA

Source: SUNY Student Opinion Polls: 1991 – 2000.

BEST COPY AVAILABLE

Tuition Per Semester for Full-time Students

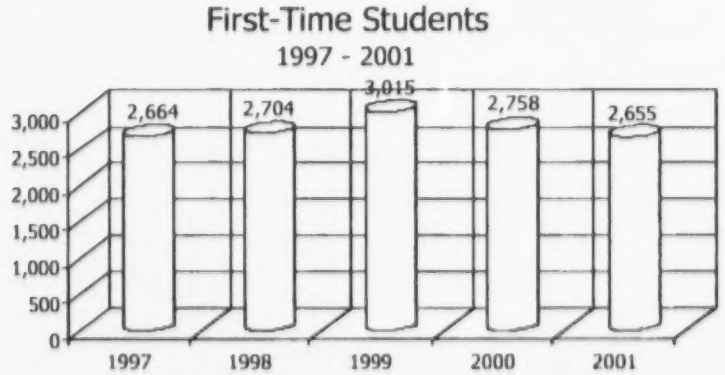
Recognizing the importance of *low cost* in attracting students to the College, tuition per semester for full-time students has been kept consistently low even though state options have provided for increases. Since 1996, tuition per semester has been held constant at $1,175. Student fees have increased modestly over the same period.

TUITION PER SEMESTER FOR FULL-TIME STUDENTS
1991 - 2001

YEAR	TUITION	STUDENT FEES	TOTAL
1991	$775.00	$107.00	$882.00
1992	$875.00	$108.75	$983.75
1993	$975.00	$108.75	$1,083.75
1994	$1,000.00	$108.75	$1,108.75
1995	$1,075.00	$116.25	$1,191.25
1996	$1,175.00	$116.25	$1,291.25
1997	$1,175.00	$116.25	$1,291.25
1998	$1,175.00	$116.25	$1,291.25
1999	$1,175.00	$121.25	$1,296.25
2000	$1,175.00	$131.25	$1,306.25
2001	$1,175.00	$151.25	$1,326.25

New Students

In Fall 2001 there were 2,655 first-time students comprising approximately one-fourth (24.1%) of the student body. A strong recruiting program conducted by the College's Office of Admissions has played an important role in attracting new students to the College. In addition, students are reached through ads in local newspapers, high school newspapers, radio and television. Individual mailings also are targeted to specific populations such as high school applicants, their parents, and adult students.

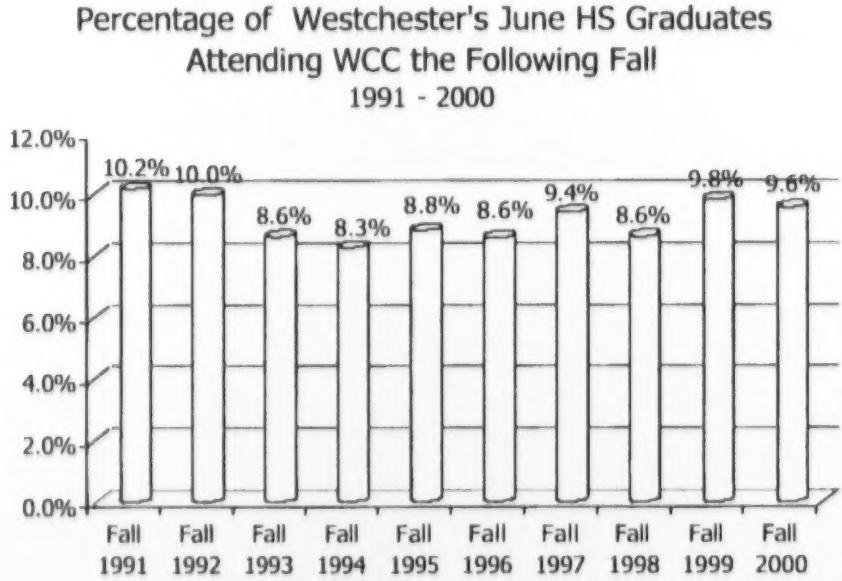


Source: Office of Institutional Research and Planning, Westchester Community College.

BEST COPY AVAILABLE

High School Graduates Attending WCC

Approximately 10 percent of the high school graduates from public and private high schools located in Westchester county enroll the following September at Westchester Community College. Each spring, admissions counselors visit many of the 69 public, private and parochial high schools throughout Westchester county.



Source: Internal Document: *A Study of the June 2000 High School Graduates Who Applied and Who Enrolled*, June 12, 2001, Office of Admissions.

BEST COPY AVAILABLE

High School Feeder Schools

The Admissions Office has identified the top ten *feeder* schools to the College and gives added attention to recruiting students from these schools.

High School	Students Attending WCC Fall 2000
Saunders High School	66
New Rochelle High School	62
Lakeland High School	37
Roosevelt High School	37
Yorktown High School	36
White Plains High School	35
Lincoln High School	34
Walter Panas High School	34
Gorton High School	31
Archbishop Stepinac High School	29

Source: Internal Document: *A Study of the June 2000 High School Graduates Who Applied and Who Enrolled,* June 12, 2001, Office of Admissions.

Curriculum Brochures

Curriculum brochures serve several purposes. They provide prospective students with information about a curriculum and they inform enrolled students of the courses they need to take to meet degree requirements. In addition, they make students aware of the businesses and organizations that have frequently hired the graduates. Approximately 10,000 curriculum brochures are printed each year for seven courses of study.

Curriculum Brochures Produced

- Business Programs
- Engineering Sciences and Technologies
- Food Service Administration
- Health and Laboratory Sciences
- Human and Public Service
- Liberal Arts: Humanities and Social Sciences
- Liberal Arts/Mathematics and Science and Computer Science

Source: Office of College Community Relations, Westchester Community College.

BEST COPY AVAILABLE

Retention

One of the *four focus* goals identified in the *1997-2002 Five-year Strategic Plan* was the need to increase the retention rate of our students. Only 13.0% of the students in the Fall 1997 first-time, full-time cohort graduated after three years. While this is offset by a rather high transfer rate of students to four-year colleges before graduating (16.8%), and by the fact that another six to eight percent graduate in the fourth year, a 13.0% graduation rate was deemed unsatisfactory by the Strategic Planning Committee. As a result, a number of objectives were identified to increase that rate.

Graduation Rate

The retention problem can be seen in the charts below. The graduation rate has been decreasing gradually over the last five years as measured by the percentage of first-time, full-time students graduating after three years.

Graduation Rate 1993 - 1997 Cohorts

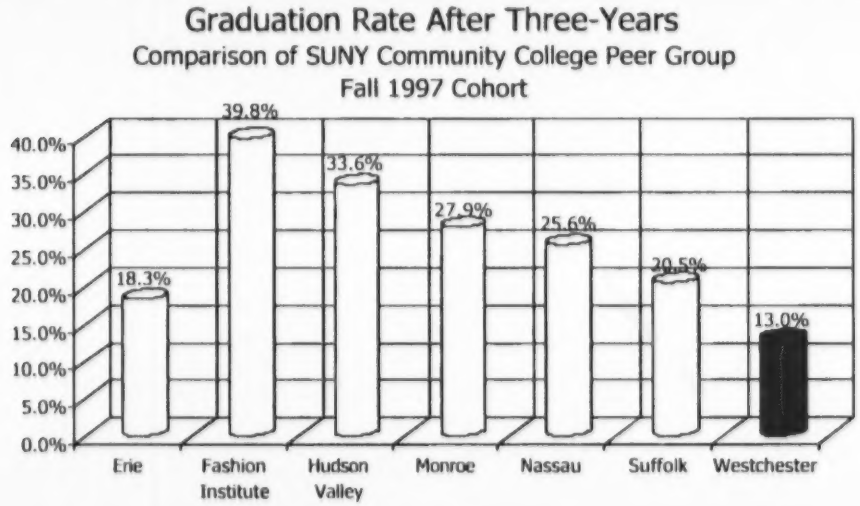
Fall	Cohort	Graduated Within 3 Years	Percent
1993	1,211	165	13.6%
1994	1,222	207	16.9%
1995	1,282	209	16.3%
1996	1,326	174	13.1%
1997	1,373	179	13.0%

Source: SUNY Office of Academic Affairs - Institutional Research and Analysis, *Table 01/527 - 14* and Office of Institutional Research, Westchester Community College.

BEST COPY AVAILABLE

Graduation Rate Compared

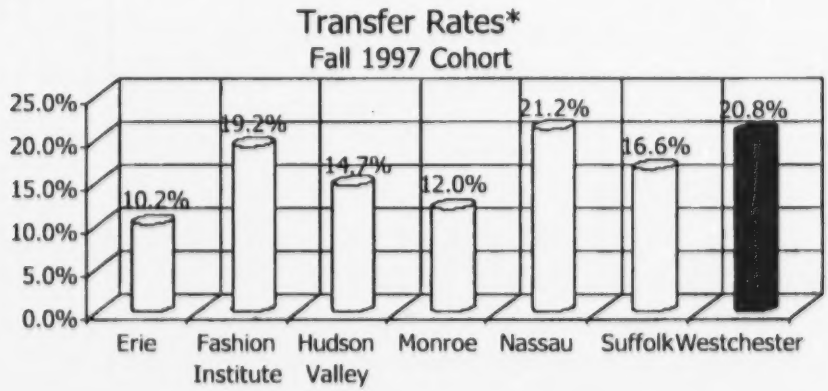
Among its peer group of seven SUNY community colleges, Westchester Community College has the lowest graduation rate for the Fall 1997 first-time, full-time cohort.



Source: SUNY Office of Academic Affairs - Institutional Research and Analysis, *Table 01/527 - 14*.

Transfer Rate Compared

Among its peer community colleges in the SUNY system, Westchester Community College ranked second in the percentage of students who transferred before graduating.

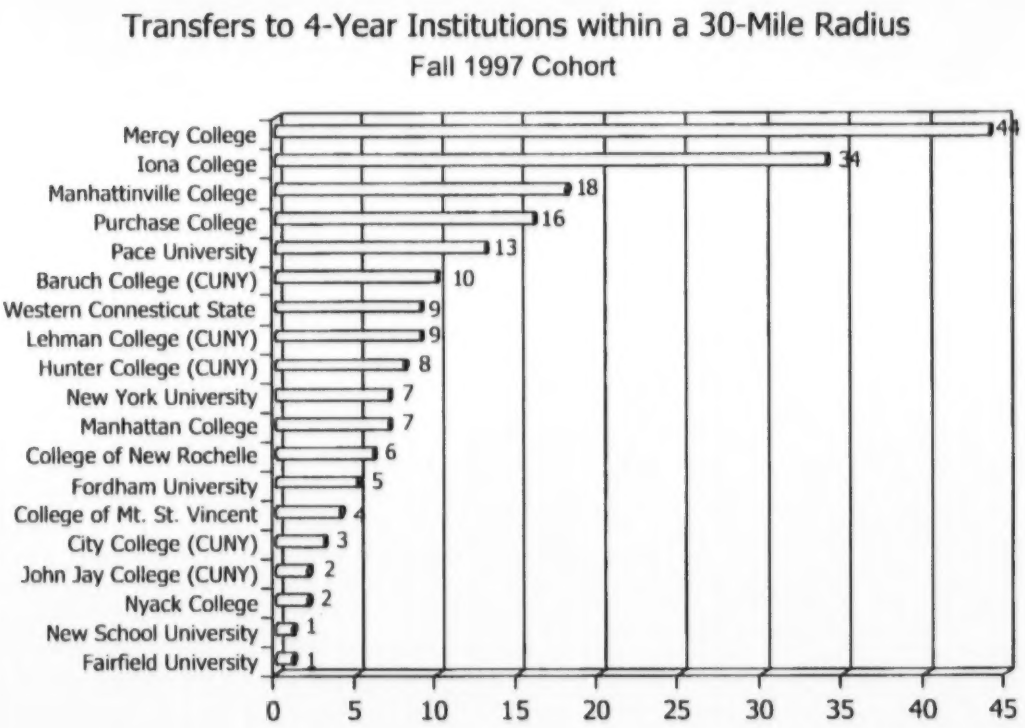


Source: SUNY Office of Academic Affairs - Institutional Research and Analysis, *Table 01/527 - 14*
Note: *Includes transfers to 2-Year Schools

BEST COPY AVAILABLE

Colleges to Which WCC Students Transfer

Of the four-year colleges within a thirty-mile radius of Westchester Community College, the largest percentage of students in the 1997 cohort (graduates and non-graduates) transferred to Mercy College, Iona College and Manhattanville College.

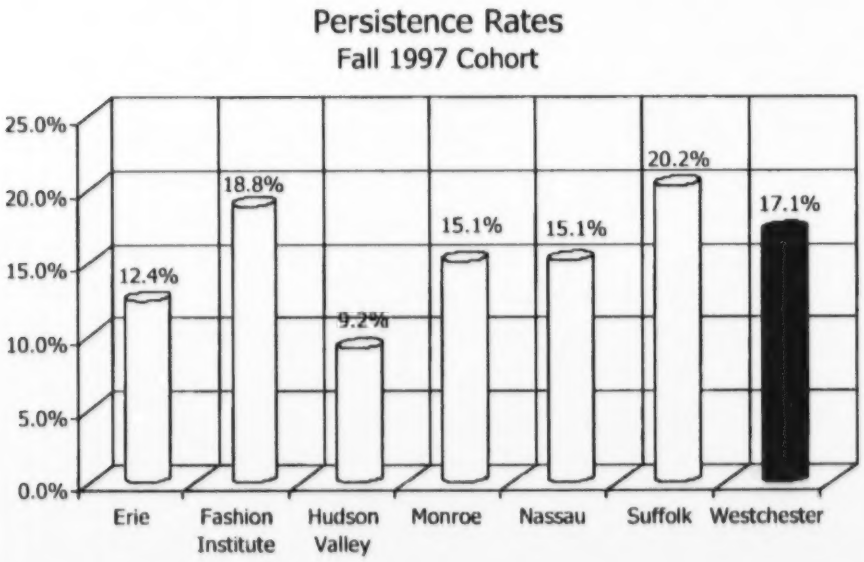

Transfers to 4-Year Institutions within a 30-Mile Radius
Fall 1997 Cohort
Mercy College 44
Iona College 34
Manhattinville College 18
Purchase College 16
Pace University 13
Baruch College (CUNY) 10
Western Connesticut State 9
Lehman College (CUNY) 9
Hunter College (CUNY) 8
New York University 7
Manhattan College 7
College of New Rochelle 6
Fordham University 5
College of Mt. St. Vincent 4
City College (CUNY) 3
John Jay College (CUNY) 2
Nyack College 2
New School University 1
Fairfield University 1
0 5 10 15 20 25 30 35 40 45

Sources: Office of Institutional Research and Planning, Westchester Community College and The National Student Loan Clearinghouse.

BEST COPY AVAILABLE

Persistence Rate

Also compensating for the low graduation rate is the rather high rate of *persistors* (17.1%). *Persistors* are students who take more than 150% of the normal time a full-time student would take to graduate, in this case more than three years. In past years, approximately half of these *persistors* have gone on to graduate after four years. The College has the third highest rate of persistors in its peer group.

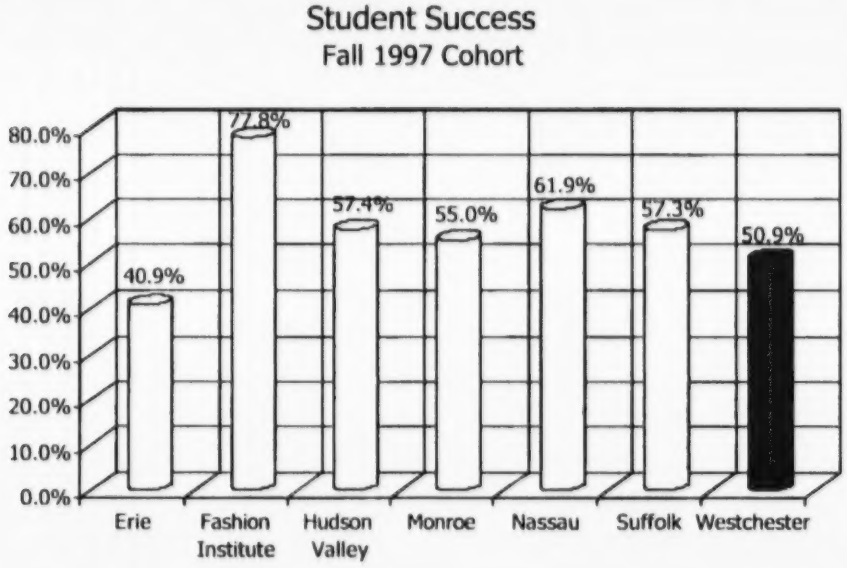


Source: SUNY Office of Academic Affairs - Institutional Research and Analysis, *Table 01/527 - 14*

BEST COPY AVAILABLE

Student Success

Defining student success as a combined percentage of those who have either graduated, transferred to another college before graduating, or are still persisting in college, the fall 1997 student success rate for Westchester Community College was 50.9%. Of the College's peer SUNY community colleges, it ranked sixth out of seven.



College	Cohort	Graduated		Transferred*		Persisted		Total	
		N	%	N	%	N	%	N	%
Erie	2,046	375	18.3%	208	10.2%	254	12.4%	837	40.9%
Fashion Institute	929	370	39.8%	178	19.2%	175	18.8%	723	77.8%
Hudson Valley	1,562	524	33.6%	230	14.7%	143	9.2%	897	57.4%
Monroe	1,996	556	27.9%	240	12.0%	301	15.1%	1,097	55.0%
Nassau	3,659	935	25.6%	775	21.2%	554	15.1%	2,264	61.9%
Suffolk	2,914	596	20.5%	484	16.6%	589	20.2%	1,669	57.3%
Westchester	1,373	179	13.0%	285	20.8%	235	17.1%	699	50.9%

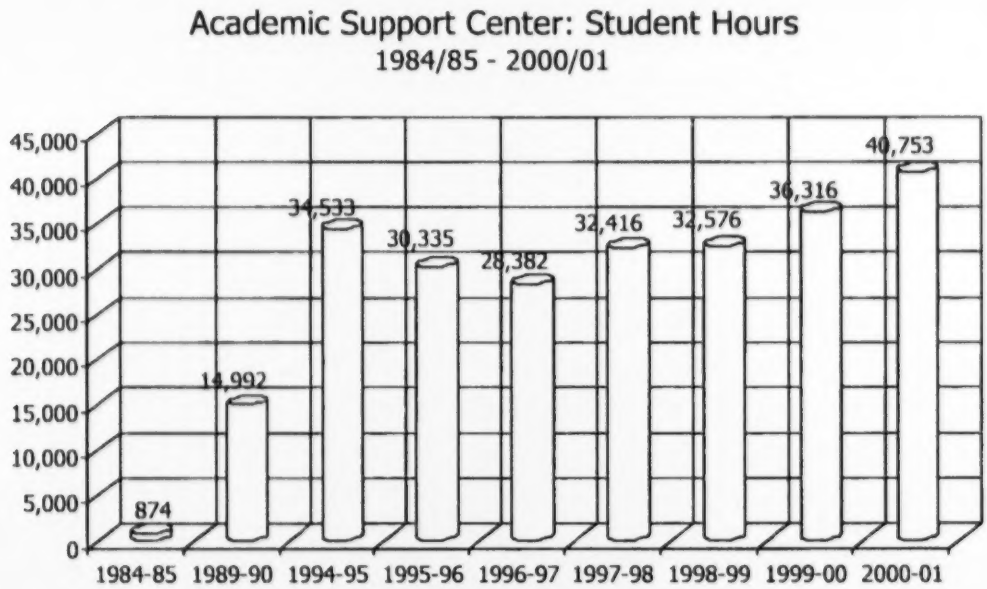
Source: SUNY Office of Academic Affairs - Institutional Research and Analysis, *Table 01/527 - 14*

Note: *Includes transfers to 2-Year schools.

BEST COPY AVAILABLE

Academic Support Center

Efforts to increase the retention rate are being waged on a number of fronts. One of the most important is the Academic Support Center. It is designed to assist students taking basic math, reading and ESL courses with one-on-one tutors and/or computer based learning sessions. Since its inception in 1984, the number of student hours clocked at the Center has grown from 874 to 40,753, as shown below.



Year	Total
1984 - 85	874
1989 - 90	14,992
1994 - 95	34,533
1995 - 96	30,335
1996 - 97	28,382
1997 - 98	32,416
1998 - 99	32,576
1999 - 00	36,316
2000 - 01	40,753

Source: Academic Support Center, Westchester Community College.

BEST COPY AVAILABLE

Remedial Education Program

All degree-seeking students are required to take qualifying placement tests in writing, mathematics and reading. They are placed in remedial education programs according to their individual needs. In Fall 2001, 41.3% of the credit students had enrolled in one or more remedial courses. That these courses have a positive impact on the retention rate can be seen from the results below. The percent of remedial education students who pass all *gatekeeper* (introductory credit course) courses, graduated in 8 semesters, and maintain a GPA of 2.00 is not as high as their non-remedial classmates, but it is, nevertheless, in respectable proximity to them.

Fall 1994 Cohort of Full-time Students

Benchmark	Remedial Students	Non-Remedial Students
Passed all *gatekeeper courses*	69.7%	80.7%
Graduated in 8 Semesters	17.4%	23.5%
Maintained a GPA of 2.00 or Better	50.2%	67.4%

Source: Office of Institutional Research and Planning, Westchester Community College.

Financial Aid

Sometimes students are forced to delay or even discontinue their education for financial reasons. The College undertakes a concerted effort to inform students of the grants, scholarships and loans available both before and while they are attending. In academic year 2000-2001, 821 first-time, full-time, students received some form of financial assistance. This is 56% of the first-time, full-time headcount.

Student Financial Aid to Full-time, First time Students*

Type of Aid	Number First-Time Students	Average Amount of Aid Per Student
Federal grants	502	$2,473
State/local grants	604	1,170
Institutional Grants	31	1,181
Loans to students	63	4,830

Source: Financial Aid Office, Westchester Community College

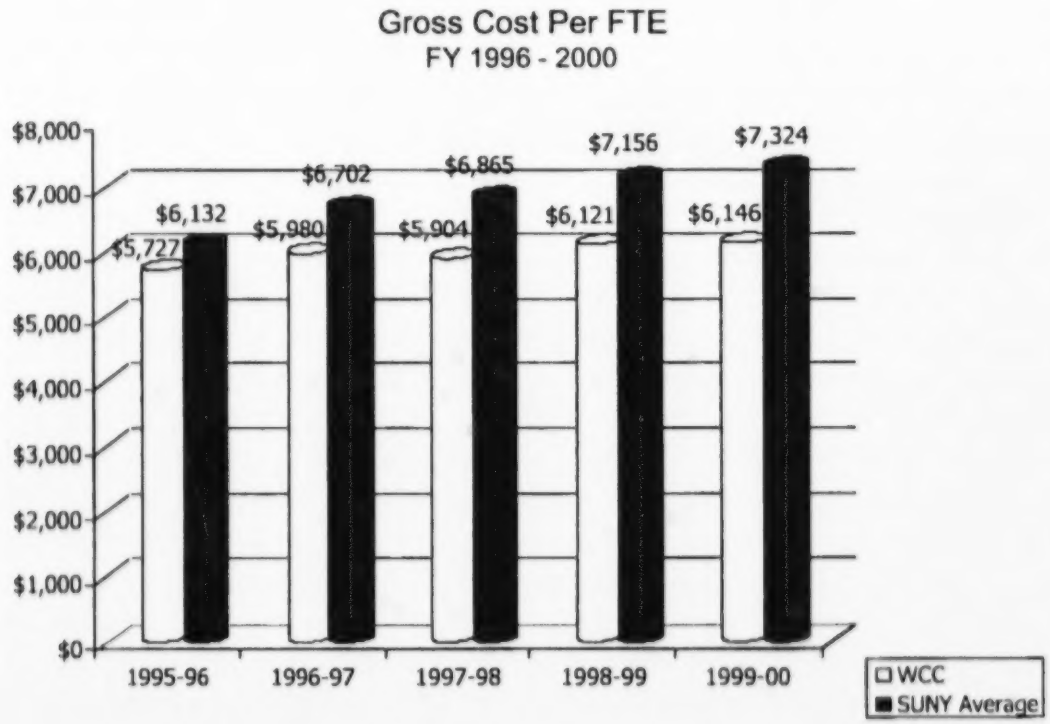
Note: *Total unduplicated headcount of first-time students receiving financial was 821.

BEST COPY AVAILABLE

Revenue Enhancement and Restructuring

Cost Per FTE Student

The Strategic Planning Subcommittee on Revenue Enhancement and Restructuring focused on identifying sources of new revenue and on measures to assure that existing income streams are spent as prudently and efficiently as possible. With regard to the latter, comparisons of Westchester Community College with the other 29 SUNY community colleges found the College to be one of the most efficiently run community colleges in the system. Its *Gross Cost Per FTE Student* has been consistently below the statewide average for SUNY community colleges by at least $400 to as much as $1,200 per FTE student. In 1999-2000 the College was $1,178 below the SUNY statewide average.

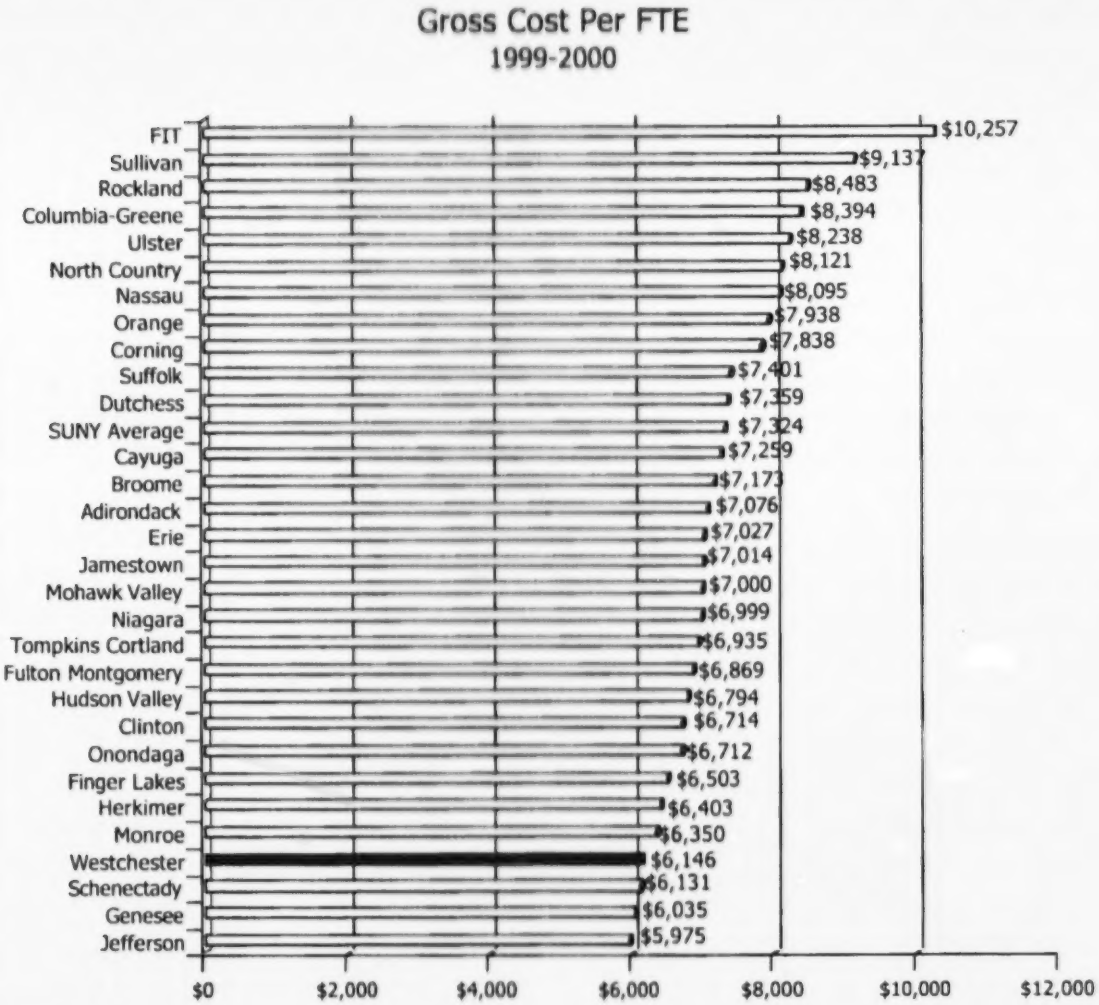


Source: 1999-2000 SUNY Community College Annual Report Summary.

BEST COPY AVAILABLE

Cost Per FTE Student Compared

Out of the thirty SUNY Community Colleges, Westchester Community College ranked fourth in having the lowest *Gross Cost Per FTE Student*.

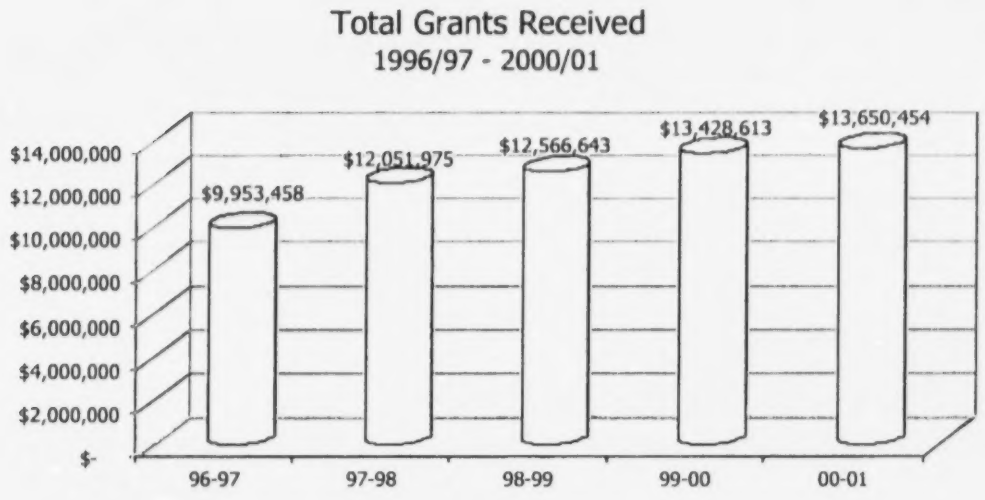


Source: 1999-2000 SUNY Community College Annual Report Summary.

BEST COPY AVAILABLE

Federal and State Grants Received

Over the last five years Westchester Community College has increased the total amount of federal and state grants received each year. In Academic Year 2000-2001, it received $13,650,454 in state and federal grants. The amount of grants has increased annually each year for the last five years.



Source: Grants Office, Westchester Community College.

Foundation Revenues

The primary mission of the Westchester Community College Foundation is to support the College in increasing student accessibility and enriching the college environment. In 2001 the Foundation completed its "Partners in Education Campaign," with a total of $6.8 million, exceeding the original goal of $5 million. Among the 30 community colleges in the SUNY system, for 2001 the Foundation is once again ranked number two in funds raised for the year.

Foundation Fundraising Results
1997 - 2001

Year	Annual Revenue	Endowment Fund	Fund Balance
1997	$1,171,204	$2,531,241	$3,980,941
1998	2,008,589	4,049,403	5,091,390
1999	1,897,605	4,946,123	6,588,942
2000	1,836,416	5,264,922	7,749,607
2001	2,757,376	6,365,876	9,487,101

Source: Foundation Office, Westchester Community College.

BEST COPY AVAILABLE

Restructuring

An important objective to provide the College with greater flexibility to reduce costs and enhance revenues has been to gain greater autonomy from the College's sponsor (Westchester county). To this end, the College, working in co-operation with County Executive Andrew Spano and the County Board of Legislators, has made considerable progress, as shown in the table below.

Greater Autonomy From County Sponsor

	Objective
√	Bid Construction Projects Separately from Department of Public Works
√	Hire Engineers and Architects Independently from County Department of Public Works
√	Establish Pay Scale with Minimum and Maximum Ranges for Administrators
√	Enter into Contract under $100,000 without Approval of County Board of Acquisition
√	Independence from the County's Information System

BEST COPY AVAILABLE

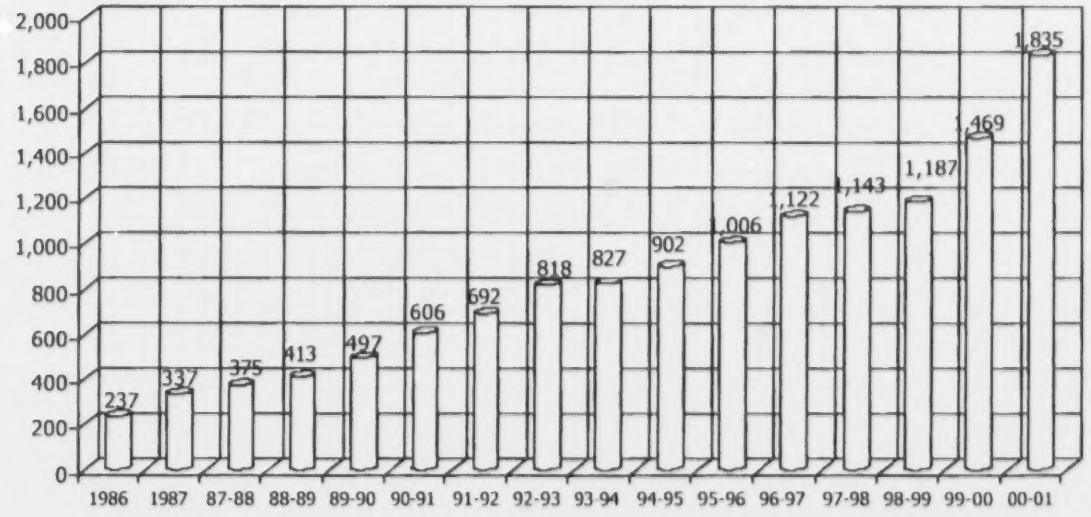
Academic Technology

An important Focus Goal in the *1997-2002 Strategic Plan* has been to develop an institution-wide plan for educational uses of computer technology and to integrate the use of computers across all curriculum areas. During the last five years considerable progress has been made. As a first step, independence from the county's information technology department was completed in 2001. The second major effort is to install a completely new enterprise computer system. A special college-wide committee has been meeting for the last two years to help implement it. At the same time, existing hardware and software programs available to students, faculty and staff, on and off campus, are being upgraded at a rapid pace.

Growth of Workstations

As of Fall 2001, there were over 1,550 workstations on the main campus, (over 1,800, when the extension sites are included). All facilities provide access to the College's local area network, the Internet, and a comprehensive library of microcomputer software such as Microsoft Office (Word, Excel, PowerPoint, Access), Visual Basic, C++, Adobe PageMaker, Illustrator, Photoshop, AutoCAD, Visual Studio, Dreamweaver, FrontPage, and much more, for a total of more than 350 software titles.

Growth of Workstations
1986 through Fiscal Year 2000-2001



Source: Department of Information Systems, Westchester Community College.

BEST COPY AVAILABLE

Computer Classrooms and Open Labs

The college is constantly upgrading its computer classrooms and labs located throughout the campus to provide students with state-of-the art computer technology. Forty-eight labs with a total of 785 computers are available on campus to students enrolled in specific courses, and two large labs in the Library and Technology Building are open to all students, as shown in the table below. Another 281 computers in 19 specialized computer labs exist at four off-campus sites.

Classroom Location	Location	Pentium I	Pentium II	Pentium III	Pentium IV	Network Printers
Computer Graphics Lab	AAB403			14		3
Media Rolling Cart	CLA			3		
Language Lab	CLA101		3			
Marketing Lab	CLA207	5				1
Skills Assessment Lab	LIB					
Stud. Disabilities Lab	LIB				4	
Chorus Room - Music Lab	AAB104a	1				
Accounting Lab	CLA301		33			2
Office Technology Open Lab	CLA302		21			2
Office Technology Lab	CLA303		26			
Management Lab	CLA305	2	6			2
Keyboarding Lab	CLA306			26		
Bus. Organization and Mgmnt Lab	CLA307	2	6			2
Keyboarding Lab	CLA320			27		
Professional Development Cntr Lab	CLA321		20	1		1
Respiratory Lab	HSC05			16		
Health Computer Lab	HSC04		4	12		
Nursing Lab	HSC08		2			
Library Bibilographic Instruction	LIB220				17	1
Library PALS PCs	LIB				37	4
Paralegal Lab	LIB				1	
Physical Education Lab	GYM		1			
Library Open Lab	LIBG14				52	3
Behavioral and Social Sci.	LIBG14				4	
English Lab	LIBG16				32	2
English Lab 2	LIBG63				20	2
Biology Lab	SCI			3		
Academic Support Cntr – Open Lab	LIBG38				24	2
Academic Support Classroom	LIBG45				21	2
Writing Lab	LIBG13				7	
Multi Media Lab	SCI102	1		1		
Physics Lab I	SCI104			5		
Physics Lab II	SCI106		5			
GIS Lab	SCI213		1			
Astronomy Lab	SCI123		4	4		
Science Tutorial Lab	SCI219		12			
Environmental Lab	SCI343		1			
Food Services Lab	STC107		4			
Job and Career Center	STC205		3	3		
Mechanical Lab	TEC12			4		
Professional Dev. Center Lab	TEC13D		13	4		1
Mainstream Lab	TEC13E	1	12	8		
Automotive Lab	TEC24	1				
Student Network Servers			4	11		
Comp. Sci, Comp. Info Systems Lab	TEC25B			40		3
TEC25B Art/Cad PCs	TEC25B			6		
Computer Science Lab	TEC25D			30		2

BEST COPY AVAILABLE

Classroom Location	Location	Pentium	Pentium	Pentium	Pentium	Network Printers
		I	II	II	IV	
Computer Info System Lab	TEC25E			31		3
Computer Info. Systems Lab	TEC25F			25		2
Electrical Lab	TEC115			13		1
Technology Lab	TEC127	36				2
Technology Lab	TEC137	1				
Linux Lab	TEC138	14				
CAD/Art Lab I	TEC142			17		1
CAD/Art Lab II	TEC142A			17		3
Totals		**64**	**181**	**321**	**219**	**47**

Source: Department of Information Systems, Westchester Community College.

BEST COPY AVAILABLE

Conclusion

This *Report Card* on Westchester Community College shows there are many things we do well. Our students, for example, rank us at the top among our peer community colleges in the *Quality of Academic and Classroom Experience*. They also place us number one among our peer colleges in *Student Relations with Faculty and Staff*—something we have worked diligently to achieve.

In terms of accessibility, we take pride that our minority enrollments (38.6% in Fall 2001) are among the highest in the SUNY community college system, that women attending full-time have reached parity with men, that we have the highest percentage of students over 40 (17.6%) among the thirty SUNY community colleges, and that over 330,000 residents used the campus for some event or meeting in the year 2000-2001.

Our Continuing Education program, the largest among the thirty community colleges, now exceeds the credit side in terms of student headcount (11,800), and the twelve off-site locations make taking courses near home more convenient for many. Moreover, in a county where the foreign-born population has grown considerably in the last few years, especially the Hispanic population, the English as a Second Language program is assisting thousands of residents from throughout the world to improve their English.

We do well, too, in providing services to students with special needs. Our Office for the Disabled assisted 891 students in 2000-2001. We also have special programs to assist divorced or widowed students, to assist first generation students, and to help international students adjust to college while living abroad.

That approximately 10% of Westchester high school graduates attend WCC the following September speaks well for our recruiting efforts, and that we consistently maintain one of the lowest cost-per-FTE-student ratios among the thirty community colleges also speaks well for our attention to good administration and prudent long range planning decisions. This has been achieved while maintaining a uniquely beautiful, well kept physical plant on 214 acres of rolling lawns and wooded areas. Last, but not least, we have managed to do this while constantly updating and expanding our computer technology resources and improving our physical plant. The newly expanded library, which reopened in January 2002, is truly a 21st century resource-learning center.

Now to what we could be doing better. Three items, in particular, stand out. First, despite considerable efforts, our student retention rate remains very low. Of the Fall 1997 first-time, full-time cohort, only 13.0% graduated within three years. This is offset to some degree by a rather high student transfer rate before graduating (20.8%), one of the highest in the SUNY system. It is further offset by the fact that about one-third of our credit students consistently report on surveys that they do not intend to graduate or transfer, but instead are taking courses for pleasure or self-improvement. Even factoring this in, however, the Strategic Planning Committee 1997-2002 felt the rate was unacceptably low and has made increasing the graduation rate a *target goal*.

BEST COPY AVAILABLE

A second item falling considerably below the norm among SUNY community colleges is the amount of classroom space compared to the size of the student body. Westchester Community College ranks at the bottom (30th out of 30) in the amount of square footage per FTE student. The county executive and the county capital budget committee have given approval for the expenditure of money needed to build a new classroom building, but funds from the state await approval. In the interim, scheduling classes remains a serious problem.

Finally, the percentage of minority faculty remains below the college's goal despite concerted efforts to address this problem. In Fall 2000, 5.1% were African-American, 3.8% Latino, and 3.8% Asian. While we fair better than many of the other community colleges in the SUNY system and even nationwide, this is no consolation. We think we can do better. We are pleased, however, that parity has been reached between men and women faculty at the associate and assistant professorship levels and is approaching it at the full-professor level.

Measures to target these problems will be taken during the strategic planning process for the *2003-2008 Five Year Plan* now underway, and in regular meetings and forums throughout the year.

Westchester Community College looks forward to the challenge of addressing these aspects of the College that need improvement. We are grateful for the interest and assistance so many of you have given to the College over the years and welcome any suggestions you might have.

BEST COPY AVAILABLE

U.S. Department of Education
Office of Educational Research and Improvement (OERI)
National Library of Education (NLE)
Educational Resources Information Center (ERIC)

NOTICE

Reproduction Basis

[X] This document is covered by a signed "Reproduction Release (Blanket)" form (on file within the ERIC system), encompassing all or classes of documents from its source organization and, therefore, does not require a "Specific Document" Release form.

[ ] This document is Federally-funded, or carries its own permission to reproduce, or is otherwise in the public domain and, therefore, may be reproduced by ERIC without a signed Reproduction Release form (either "Specific Document" or "Blanket").